

# Sales Management

## GRADE LABELING

A debate—with three points of view. PAGE 23 ★

## MANPOWER POLICIES

New York Life's plan for returning veterans. PAGE 27 ★

## LABOR'S BIG ASSET

Why we can out-produce all other nations. PAGE 97 ★



... may I urge you to hold on to  
all the War Bonds you buy.

*I.W. Harper*



it's always a pleasure

**I.W. HARPER**

the gold medal whiskey

*since 1872*



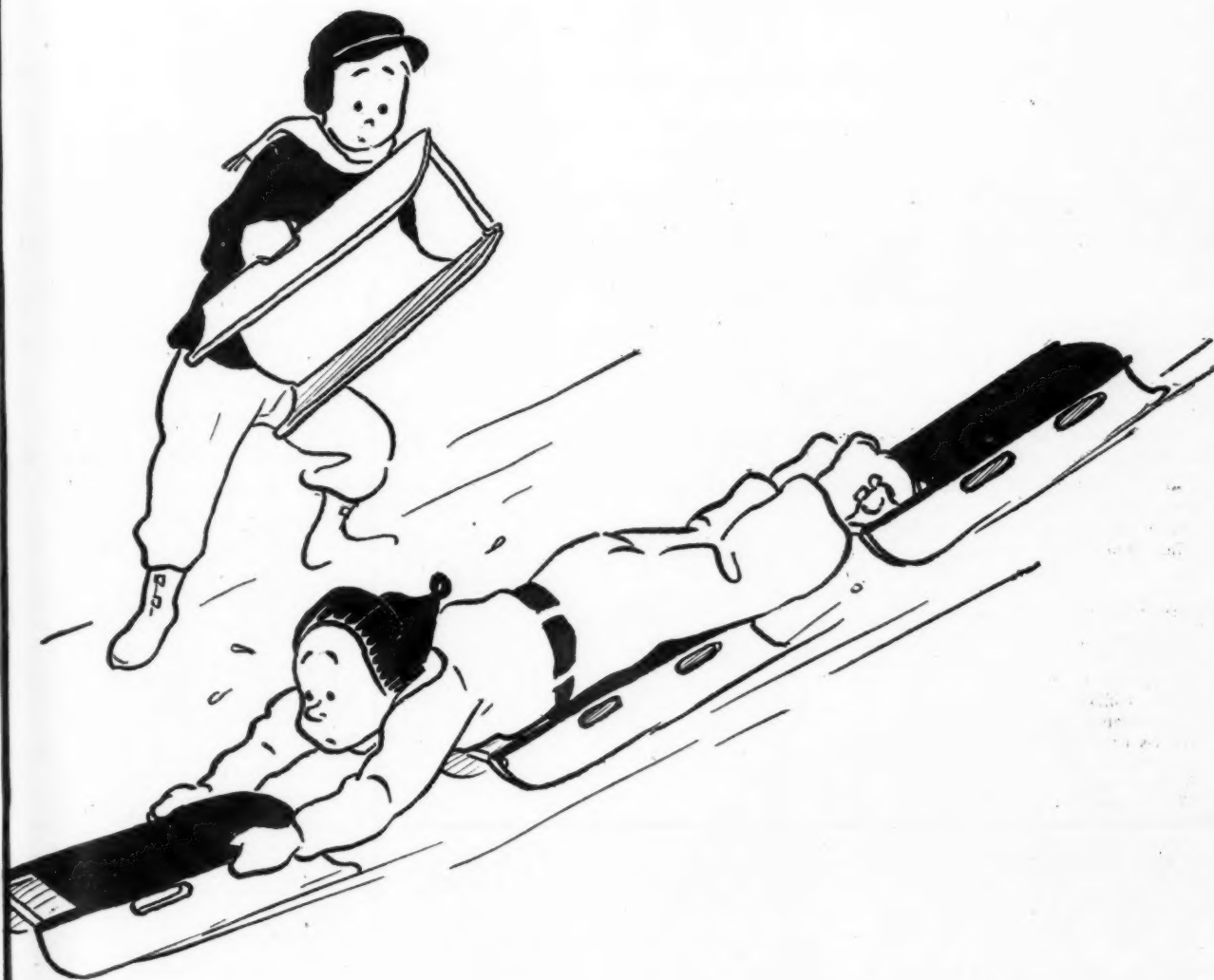
Distilled in pure time and Bottled in Bond  
under the supervision of the U. S. Government.

Kentucky Straight Bourbon Whiskey, Bottled in Bond, 100 Proof. Bernheim Distilling Company, Inc., Louisville, Kentucky

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## does it—in Philadelphia

*One* rich market *plus one* newspaper *equals* effective, economical advertising coverage. And that's the way it goes in America's third largest market, Philadelphia — where The Evening Bulletin reaches nearly 4 out of every 5 families. In fact, Bulletin circulation has led in Philadelphia for 39 consecutive years — today holds the nation's record for size of evening circulation. Over 600,000!



**Philadelphia—nearly everybody reads The Bulletin**

DECEMBER 1, 1944

# Sales Management

VOL. 53, NO. 24 DECEMBER 1, 1944

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SALES MANAGEMENT

**NOTE:** This advertisement appears in leading radio trade papers. It is typical of 17 special campaigns, each directed to a major industrial classification, and each specifically designed to illustrate the Post's effectiveness in that industry.



**...that Ends  
with Buying  
Action**

**ARE PICTURED IN THE**

**SATURDAY EVENING  
POST**

DECEMBER 1, 1944

[5]



## Need Any Tombstones?

After years of flattening our nose against Messrs. Lord and Taylor's windows, and doing mental salaams to the geniuses who dream up such toothsome displays, we discovered the two young men who often have a hand in the imaginative props—props as interesting and important as the merchandise for which they are supposedly the background. And thereupon hang these paragraphs about the business known as Karl Bissinger, Inc.

Mr. Bissinger and his partner, John Nicholson do display research for many big stores in the metropolitan New York City area. They track down illusive furnishings ranging from a Pennsylvania Dutch wooden safe to a pair of portieres made of chain and wood. In their headquarters, which might at a casual glance look like an antique shop, they have one of the most unusual collection of antiques, bibelots, and accessories in town—all of which they rent to stores. The stores, even in the comparatively short time the partners have been in the business, have come to rely on Bissinger where a rare antique or curio is wanted.

Perhaps you've given a low sibilant whistle to the lush rooms that *Vogue* and *Harper's Bazaar* use as back-grounds for their models, and maybe you've wondered if



Katharine McLaughlin

Bissinger has it—or can get it in two days — be it tombstone or parrot.

they were real rooms. Well, often they are. Often the magazines simply rent a beautiful apartment for the picture. But just as often the set has been assembled as the movies assemble a set—only a corner of a room is created from beautiful and interesting furniture and accessories. The perfect illusion is many times the handwork of Mr. Karl and Mr. John.

The shop itself boasts such exotica as stuffed birds under Victorian glass bells, graveyard stones, (you may shudder at the idea but in a window they're traffic stoppers) old tin bathtubs decalcomanied within an inch of their rims, early gas street lamps, as ornate as wedding cakes. All of these aside from the more conventional things—all of them for rent. And after they have made the rounds and have served their terms in sets (once or twice is the limit—display artists in New York City would commit hari-kari in one of their own windows rather than repeat themselves) they're sold in the shop.

Mr. Karl and Mr. John work with advertising agencies too. They keep a complicated file for several national accounts—from cigarettes to whiskey. When an interesting antique analogous to the account—for instance an American primitive wooden Indian, which might be of interest to the cigarette account—comes to their attention, they call the agency, and later you may see a wooden Indian in a cigarette advertisement.

In case you're interested—and a surprising number of people have been, they have a very real, very colorful and very profane parrot to rent.

## Barking's Their Business

You may have heard of an advertising agency that went into the publishing business as a sideline service to one of its accounts, but did you ever hear of the sideline becoming a full-fledged magazine with a circulation of 500,000—one that's distributed through drug stores? Or one that's given away free to kids but which costs you, who've attained your plurality, five cents? The agency is Robert and Reimers, New York City; the account is H. Clay Glover Co., Inc., and the magazine is Glover's *Our Dogs*.

It all came about quite naturally. Glover had always published a small booklet, given out with its products, on how to diagnose and treat a sick dog in lieu of a vet. But so had most of the other manufacturers of dog preparations and medicines. Glover decided to use a little imagination with its booklet. Too many people mistook it for advertising—too many copies were dropped outside the swinging doors of drug stores. So the familiar yellow booklet had its face lifted and stretched. Made up like a magazine, all the old information which had been contained in the booklet was condensed into four practically painless pages. And in addition—articles by such dog fans as Booth Tarkington and Samuel Hopkins Adams.

Needless to say it went great guns. Aimed as a national, to appear once a year, the hue and cry forced Glover to get it out every six months. And even at that, so many customers threatened to sick Rover on their druggists (who distributed the book) that its editors now bring it out quarterly.

One interesting sidelight—no advertising has ever been solicited. But manufacturers of dog products and toys, non-

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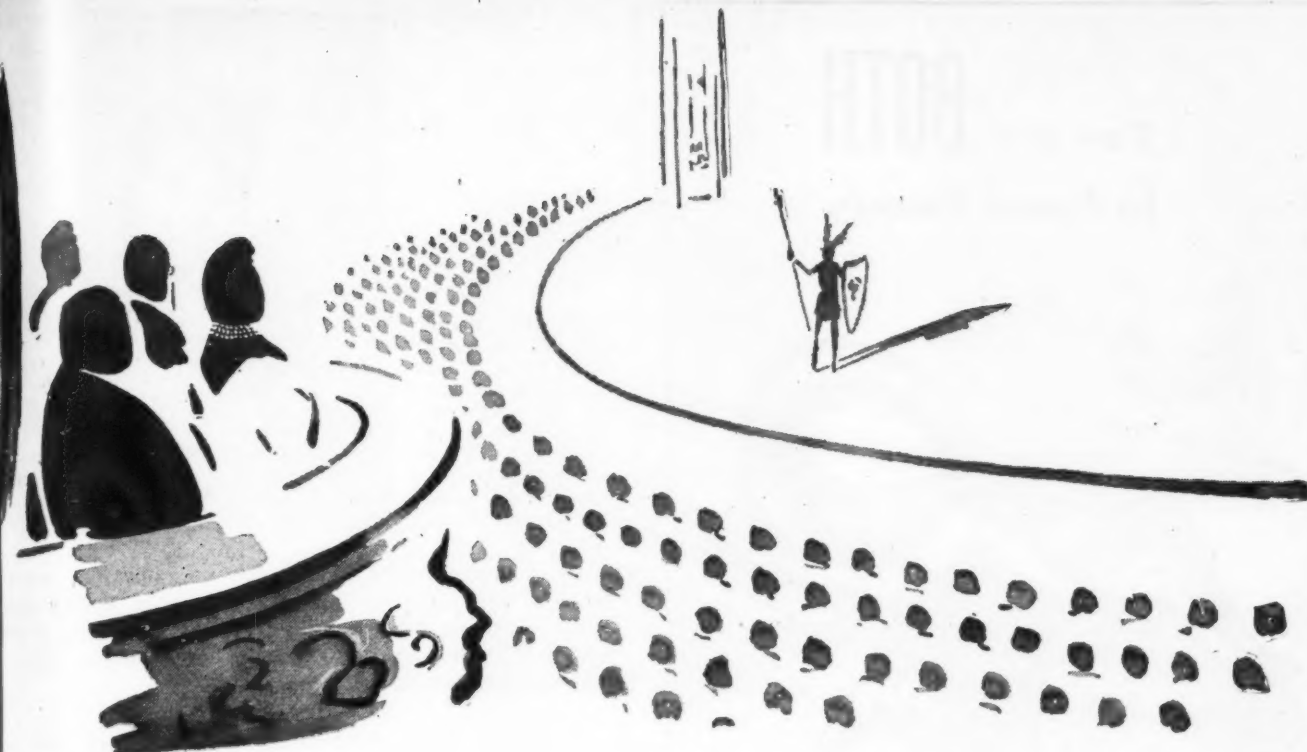
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**MEN LIKE THESE  
AND THEIR FAMILIES READ  
THE UNITED STATES NEWS**

*W. W. Fraser, President*  
**AMERICAN LOCOMOTIVE CO.**

*N. Kemp, President*  
**AMERICAN AIRLINES INC.**

*William V. Fisher, President*  
**ANCHOR HOCKING GLASS CORP.**

*W. Bodenhansen, President*  
**BALLANTINE & SONS**

*H. Hawn, Comptroller*  
**BELL & HOWELL COMPANY**

*R. Palmer, Director*  
**BENDIX AVIATION CORP.**

*A. Markey, President*  
**BOHN ALUMINUM & BRASS CO.**

*David A. Wallace, President*  
**CHRYSLER SALES CORP.**

*M. Henderson, Vice President*  
**DETROIT, INC.**

*A. R. H. Morse, President*  
**THE FAIRBANKS-MORSE CO.**

*R. Lippard, President*  
**FEDERAL MOTOR TRUCK CO.**

*J. Koch, President*  
**GALT & TARRANT MFG. CO.**

*Harvey S. Firsiroti, President*  
**GOODYEAR TIRE & RUBBER CO.**

*S. FLUOR, Jr., Vice President*  
**THE FLUOR CORP. LTD.**

**The next time you go to the theatre or the  
opera ask any man in the audience—between the  
acts—his opinion of The United States News.**

**The chances are 10 to 1 that he'll come very  
close to using the words of W. M. Dixon—  
".... the outstanding magazine of its class."**

*(Mr. Dixon is Vice President of Container Corporation of America.)*

**Leaders in business and the professions who read The United States  
News have their homes on Quality Street . . . . . they and their  
families are the buyers of quality merchandise—the leaders in  
setting the social pace and habits that others invariably follow.**

200,000 MEN & WOMEN

ARE SUBSCRIBERS TO



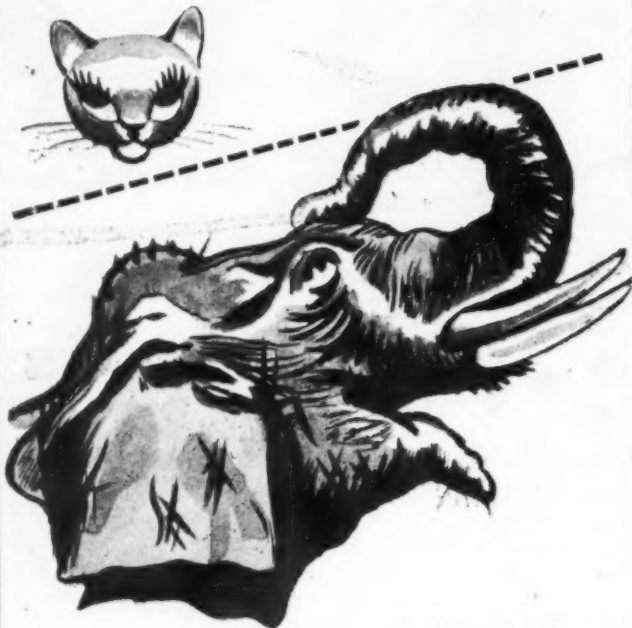
*Daniel W. Ashley*  
**Vice President in Charge of Advertising**  
30 Rockefeller Plaza, New York 20, N. Y.

**Read by 1,000,000 men & women on Quality Street**

DECEMBER 1, 1944

[ 7 ]

You get **BOTH**  
in Essex County



**10<sup>th</sup>** in **QUALITY**

Sales Management's index  
of selective markets for  
intensive campaigns

**11<sup>th</sup>** in **VOLUME**

Sales Management's index  
of market potential—  
a measure of **RESIDENT**  
purchasing capacity.



Here's the magazine that shoved a New York City advertising agency into the publishing business as a sideline. The agency—Roberts & Reimers; the magazine — *Our Dogs*.



competitive to Glovers, besiege the magazine for space to advertise their products. Once *Our Dogs* sold its back cover to an advertiser who cannily included a coupon at the bottom. It drew over 10,000 replies. From now on Glover will use the back cover.

*Our Dogs* mails 250,000 copies to druggists off the beaten track of the company's salesmen. The other 250,000 are distributed by the salesmen themselves. Glover charges the druggist nothing for his copies, footing the bill itself and chalking it up to good-will. The druggist can sell each copy for five cents or give it away, as he sees fit. Glover encourages him to give the magazine to the kids as his good-will gesture. Everybody's happy.

There's only one hitch. The dogs can't read.

### Right This Way

"See Madame Zaza—the little lady who does a 50-foot powah dive into a demi-tassah!" If you can hear that without mentally adding the ruffle of drums, if the smell of sawdust and pink lemonade doesn't add up to nostalgic excitement for the time when you saw the Greatest Show on Earth under-a-tent, then mister, you missed the most exciting half of childhood.

But if you do remember, and there's a small fry in your block, introduce him to Pillsbury's new Circus Coloring Book, offered as a gift with one Pillsbury's Pancake Flour box top, and get in on a second childhood—vicariously.

Using nation-wide comic section newspaper advertising to introduce the book, the offer is probably going to have a lot of Mothers buying that Pancake Flour in self-defense, if it isn't already on the shelf. For all the old circus crowd is between the little booklet's covers; the lion tamer, the rubber man, the ringmaster, animated by means of cut-outs, which are first to be colored and then punched out for assembling. When the kids finally get it assembled even an old Barnum and Bailey stickler for authenticity couldn't complain. Eleven acts, all the way from "Flash" Burton who rides a bicycle across the high wire, to Alanzo, the strong man, whose muscles really move, can be set up—enough to cover the living-room floor.

Directions for each of the 15 cut-out pieces are detailed. If your small fry can't read (and we'll bet you hope not) a frantic Sunday awaits you.



**RHODES**

W. A. "DUSTY" RHODES, formerly adding-bookkeeping-calculating machines branch manager, Remington Rand, Inc., Los Angeles, has been made general sales manager of the division, with headquarters in Buffalo, N.Y.

J. DONALD SMITH, manager of the Sales Promotion Department, York Corp., is now advertising manager. He will direct sales promotion, publicity, and advertising activities of York refrigeration and air conditioning.



**SMITH**



**McFERRAN**

F. A. McFERRAN has been appointed general sales manager of the Ruud Manufacturing Co., Pittsburgh, makers of automatic gas water heaters. Mr. McFerran until recently was manager of the Cincinnati branch.

## NEWS REEL



**PARKER**

WESBY PARKER, formerly responsible for marketing the Iglehart grocery specialties, has been named general sales manager of Iglehart Brothers, Inc., succeeding Otto Knauss now supervising Iglehart flour products.

JOSEPH L. EASTWICK, president of Lees-Cochrane Co., Inc., a new company which will be formed by the consolidation of The Charles P. Cochrane Co., Inc., with its affiliate, the Blueridge Co., Inc., on January 1, 1945.



*Bachrach*

**EASTWICK**



**DUNAWAY**

JAMES W. DUNAWAY, vice-president in charge of sales of Lees-Cochrane Co., Inc., a new company which will be formed by consolidation of The Charles P. Cochrane Co., Inc., with its affiliate, Blueridge Co., Inc., Jan. 1.



## HOW MANY DIESELS WILL THE FARMERS BUY?

Future demands for Diesels will extend into many and varied fields. Bomb-torn nations of the world will need Diesel equipment to fill bomb craters, to level land and to make it available once more for peace time agricultural pursuits. Plowing, harrowing, sowing and reaping will all depend upon Diesel for motive power. Diesel trucks will haul farm produce to market and to mill. Diesels will turn the wheels that grind the grain, that drive canning and packing equipment. Diesels will serve in the world's bakeries. Yes, many Diesels will be needed by the farmers of the world.

DIESEL PROGRESS has kept abreast with this changing picture. DIESEL PROGRESS is directed at the men who plan Diesel's future. Its alert and intelligent news and views are eagerly awaited by Diesel's leading manufacturers and users, by engineers and purchasing executives. DIESEL PROGRESS provides passage for your sales story—into the

offices of men who buy. Perhaps your plans employ DIESEL PROGRESS on your advertising schedule. If not, plan now to reach this growing market through DIESEL PROGRESS.

A few of the important markets covered by DIESEL PROGRESS include:

Air conditioning plants	Mines
Bus companies	Municipalities
Consulting engineers	Naval architects
Contractors—road and general	Oil drilling contractors
Dairies	Quarries
Engine manufacturers	Railroads
Government officials	Ship operators
Ice plants	Shipyards
Industrial power users	Tractor users
Irrigating projects	Truck fleet operators
Logging companies	Utility companies



*Edited and Published by* **REX W. WADMAN**

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending December 1, 1944

## Campaign Sales Strategy

NOW THAT IT'S ALL OVER, but before we put presidential politics in mothballs for another four years, I want to make a comment on Democratic vs. Republican strategy, since there seems to be a parallel with the selling of commercial products and services. I hope that I can make it without increasing the blood pressure of any readers.

Looking at the campaign objectively and unemotionally, it seems to me that both sides had many big and potent names to work with—these names being tools in the sales kits of both parties. The Democrats used nearly *all* of their tools, the Republicans only a few of theirs. No house-builder would try to build a house with only one tool, nor would a sales manager use *only* personal salesmen and neglect all of the other tools of sales and promotion.

Yet Herbert Brownell, Jr., sales manager for the Republicans, attempted to make a virtue of his concentration on one tool when he said in an election eve broadcast, "*We have presented no campaign songs, shows or entertainment to distract the American people from the issues.*"

That doesn't make good sense to me. Why not use *every* legitimate means to get a point over? Here was a great party, well financed, and commanding the support of many nationally-known but non-political figures, and yet the well-knit Republicans, who wanted desperately to win, stuck almost exclusively to speeches by political big-shots, and used only a very few of their "household" names. I recall only Gary Cooper as a Republican non-political campaigner. Perhaps there were a few others. Yet as potential "sales tools" there were scores of other big Hollywood, stage and radio names, famous writers, world-renowned correspondents and commentators.

Heads of many of the big Hollywood studios supported Mr. Dewey, including Cecil B. DeMille of Paramount, L. B. Mayer, head of M-G-M, the largest picture corporation in the world, and dozens of their producers, directors, writers and actors, but little use seems to have been made of their talents outside of getting them to participate in the Hollywood Bowl Dewey rally. Some of the stars who were announced as being on the Dewey team were Barbara Stanwyck, Gary Cooper (mentioned previously), Eddie Bracken, Ginger Rogers, Lionel Barrymore, Brian Donlevy, Joel McCrea, Cary Grant, Irene Dunne, Edward Arnold, Ann Sheridan, Mary Pickford, Helen Hayes, Rosalind Russell, and Clark Gable.

You would have expected, I know I did, that it would be the Republicans who would have the full kit bag, and the skill to use all the various tools. They looked like the *professionals* in the game, with a majority of the heads of the big national advertisers and advertising agencies on their side. These men have found in their daily business lives how to attract people, how to interest them, how to convince them that they should buy.

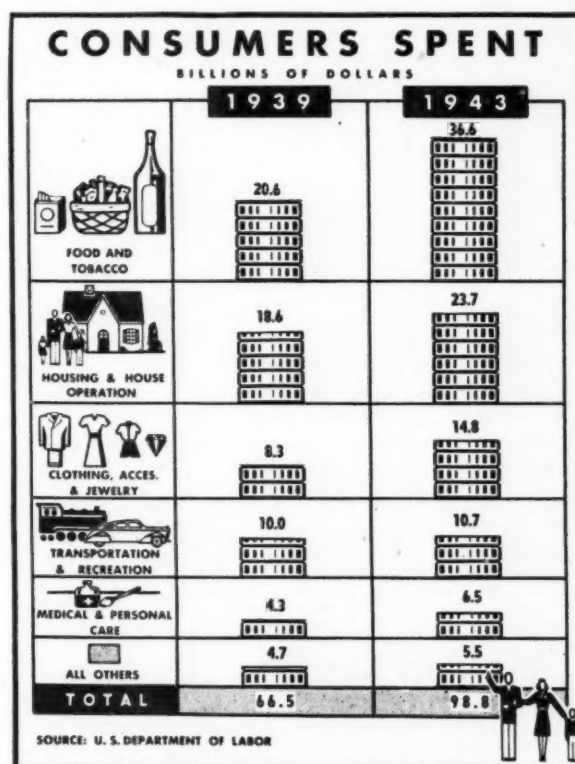
And yet it was the Democrats, the to-be-expected *amateurs* at this kind of selling, who applied in political

campaigning the techniques found so successful in commercial selling. They took *their* big-name adherents in the literary, amusement, and sports worlds and used them skillfully to get ATTENTION and HOLD INTEREST. I refer to such stars as Bette Davis, Quentin Reynolds, Jimmy Cagney, John Gunther, Lana Turner, Barney Ross, Rita Hayworth and her husband, Orson Welles, Frederic March, Ethel Merman, Humphrey Bogart, Edward G. Robinson, Ethel Barrymore, Frank Sinatra, and Joseph Cotten.

Then along would come F.D.R., Wallace, Truman, Ball, and other *political* figures to give the one-two punch and CLINCH THE SALE.

Of course, it's unlikely that many votes can be influenced on election eve, but much can be done that night to get the voters to vote. As you may remember, the Democrats bought the full hour, 10-11 E.W.T., on major networks and put on a cavalcade of Hollywood and New York stars, G. I. Joes, housewives, and sailors for 45 minutes.

They seem to have struck it rich, for the firm of C. E. Hooper, Inc., reports that a coincidental survey made that night "shows a higher average sustained listening than has previously been recorded at any time in the ten years during which the Hooper organization has maintained coincidental measurements." 55% of the radio sets of the Nation seem to have been tuned in on this broadcast.



As the war boom sloughs off, sales volume comparisons with a year ago will no longer mean much. SALES MANAGEMENT is adopting 1939 for the base year in High-Spot Cities; see announcement on page 82 of this issue.

The millions of undecided voters are like the families in normal times who are prospects for a car, but who haven't decided definitely to buy (vote) or who are shopping around (They've decided to vote but haven't chosen the candidate.). Now if the sales manager for Packard concentrated his attention on Buick and Packard owners only, he might hold a lot of the Packard owners and convert quite a few Buick owners, but he would miss completely the Chrysler and Cadillac owners.

In much the same way, wasn't the Republican campaign, now that you look back upon it, directed too much at the politically-conscious men and women, with little attractive bait offered to those millions who are far more interested in Bing Crosby and Bob Hope than in Dewey or Roosevelt?

Take radio listeners in the mass. Millions of them couldn't find their favorite entertainers on the air much of the time from about the tenth of October until election day, because the two big parties had bought the best hours and the commercial programs were cancelled out.

But then the Roosevelt groups first with their 5-minute spots at the close of many popular programs, and then later with longer shows, offered the public many of the same stars who were temporarily off the air on commercial programs. Only this time they were appearing for the Democratic slate instead of Ipana or Ivory or Gillette. Judged on a purely pragmatic basis, that looks like astute sales management.

## G.E.'s Post-War Planning

CHARLES E. WILSON, HEAD OF G.E., made a sensational announcement the other day—that the products to be made by that huge company when reconversion comes will be sold at pre-war prices. He is going directly contrary to the prevailing line of talk that durable goods now out of production must be priced 10 to 35% higher in the period after V-E Day. This is his argument:

"Prices must be held in line during the critical months after the close of the European war. Some 90% of the goods on the market on Victory Day will be fairly priced, and we must not let the other 10% of products, which have been off the market for two years, throw us off balance.

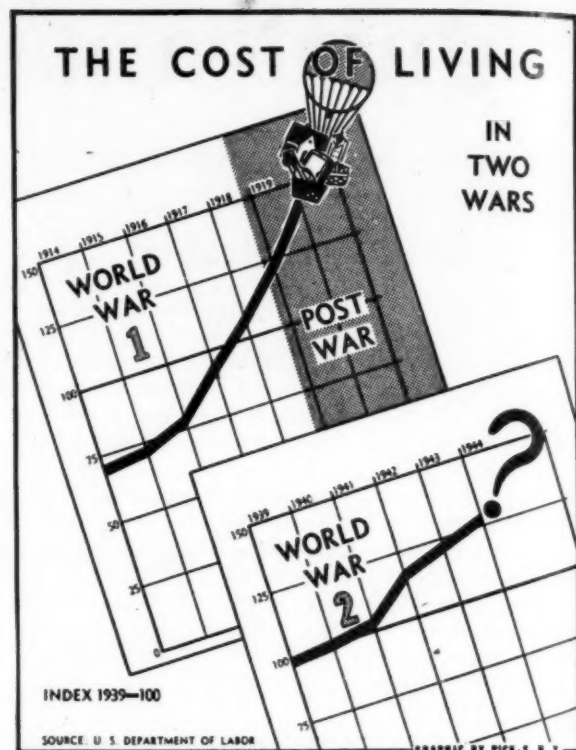
"We are putting aside all ideas of a limited two-cylinder production and placing it in volume and wide distribution. In 1920, some \$15,000,000,000 in income was shut off with the closing of plants and reductions in working hours. There were 100,000 bankruptcies and a 44% drop in industrial payrolls. That must not happen again. It can happen again during the post-war readjustment unless there is a strong effort on the part of every business to hold down its prices, utilize its productive efficiency, cut its extravagant distribution costs, and maintain its workers' income."

## FTC's Distribution Report

"ADVERTISING IS A CHEAPER SUBSTITUTE for personal salesmanship (generally though not invariably) and often results in drastically decreased production costs which enable consumers to buy for less," says the Federal Trade Commission in new distribution costs study.

Then the FTC goes on to say, "But when used to excess,

[ 22 ]



Despite wage increases, OPA, under its hold-the-line formula, will demand proof of hardship based on the overall profits position of a company before granting exceptions. G.E., see left, is not asking for higher prices.

the net effect of advertising may be to increase profits rather than decrease distribution expenses, which must be borne by the consumers of advertised products."

We dissent—on two grounds. In the first place, advertising is, like personal salesmanship, one of the several tools of selling. For the great majority of corporations (all except the mail order folks) advertising and personal salesmanship are teamed up together. One isn't a substitute for the other. Each supplements, strengthens, the other.

Secondly, *when* is advertising used to excess? What is the measuring stick which decides, too little—about right—too much? The FTC report analyzes sales and distribution costs of 2,688 corporations, but they are like 2,688 individuals, each one different from the others.

One company sells only to wholesalers, another only to retailers, another half-and-half, another sells only to other manufacturers for assembly, another delivers to the store door, another sells house-to-house. Even if distribution costs can be separated from all other costs (and they can't be, according to the Marvin Bower argument, page 22, SM for November 1) just what sort of a figure do you get by averaging the distribution costs of companies with unlike problems and practices? We'll call that figure a WHATIZIT.

For instance, the report shows that 49 makers of electrical machinery have an average advertising cost of 1.58%, an average selling and delivery expense of 9.13%. If you go under those figures are you, ipso facto, good and efficient; if you go over are you necessarily bad and inefficient?

As you may gather, we look at these "averages" of the FTC with a jaundiced eye, but because many people call for such averages, we're running the figures for several dozen industries as a Pictograph in the December 15 issue.

PHILIP SALISBURY

SALES MANAGEMENT

# 1. The Case for Descriptive Labeling

BY A. E. STEVENS

Executive  
General Foods Corporation  
New York City

**M**Y approach to grade labeling is not on the basis of whether it is good or bad for business or industry. Rather, I approach grade labeling solely on the basis of whether it is in the public interest. For I believe that if grade labeling is a good thing for the public, if it is in the public interest, sooner or later the American public is going to have it—and, furthermore, no one should oppose it.

If, on the other hand, after due investigation and deliberation it is determined that grade labeling is not in the public interest, then it should be opposed from all sides.

In investigating grade labeling, I have tried to do some fundamental thinking. First, what is a label and what is the function of a label on consumer goods? I am not addressing these remarks merely to canned goods, but to all classes of consumer goods to which a label or a tag is attached.

The function of a label on consumer goods is to furnish guidance and protection for the purchaser. Inasmuch as consumer goods differ widely in character and use, the information to guide and protect the purchaser must vary with each type of consumer goods offered for sale. The kind of label which is applied to one class of goods, is not necessarily suited to another.

Consumer requirements differ widely in tastes and preferences. It is not the function of the label to control consumer requirements or to standardize the tastes of the public, but it is the function of the label to facilitate free selection and the satisfaction of consumer requirements or taste preferences.

The basic considerations in determining the adequacy and value of

the label, from the public standpoint are:

First, what information is necessary for guidance and protection?

Second, in what way can this information best be conveyed on the label?

And third, what methods of labeling are best adapted to fair and effective enforcement of label claims?

When a consumer makes a purchase, there are two important elements entering into that purchase. Each is consciously or unconsciously weighed, and each contributes to the value or the worth of the article purchased. One element in the purchase is the service or usefulness of the article—answering the questions, "Will it wear well?" "Is it durable?" And in the case of foods: "Is it nutritious?" "Is it wholesome?"

The other element is the personal satisfaction of the consumer. "Is it attractive?" "Is it becoming?" In the case of food: "Will my family and I like it and enjoy it when it comes to the dinner table?"

With reference to the price of an article, the price of a commodity is very frequently entirely a reflection of the service value. But in other consumer goods, the price is largely a reflection of the personal gratification angle.

Generally, the labels on consumer goods deal almost entirely with the

service factor. Here are a few examples:

In the case of blankets: "How much wool is in the blanket?" "Is it durable?" "Is it going to shrink?" "Is the color fast?" "Will it clean easily?"

In the case of an automobile: "Is it going to last a long time and will it ride comfortably?" "What kind of speed can you get, and how much gas is it going to use?" And so forth.

On the processed foods, getting down to food labels—and I have spent my life in the food business—the service factors usually are concerned with sanitation, food value, the nutritive content, the wholesomeness.

In the case of processed foods, the service factors are pretty generally fixed for almost every commodity. For example, one can of peaches containing enough to serve four people is just about the same as any other can of peaches in this respect. Another can will also serve four people. Thus, since the service factor on almost all processed foods is generally standardized, something else must be indicated on the label to explain differences between the many classifications of the same product. Those differences must be expressed on the label in terms of the personal gratification value, or the special use factor.

To be more specific, if we are going to have peach salad at my house, my wife will probably want to buy a can of halved clingstone peaches, because they look nice and are smooth; but if we are going to have peach shortcake, and can cover up the peaches with cream, we can buy a can of freestone peaches, because when prepared, they supply every requirement.

Most processed food labels contain

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## Editor's Note

Grade labeling is a "hot" subject, and an editor who wants to play safe will put it on the taboored list. But when a subject is of such intense interest in consumer, trade, Congressional and Administrative circles it should be talked out—in the open, in the *American* way.

There are three conflicting views on the subject. First, the proponents, in and out of Washington, for *mandatory* grade labeling—of a wide variety of products. Second, there are manufacturers who believe that *voluntary* grade labeling superimposed on brands and trade-marks benefits

them and consumers alike. Third, there are the manufacturers who believe in descriptive or interpretive labels and descriptions of their own choosing.

Mr. Stevens of General Foods speaks for this latter group; Miss Gade of the U. S. Inspected Foods Educational Service for the second group. Both of them confine their arguments to the processed food trade. Mr. Montgomery represents the first group—the proponents of mandatory labeling—and argues for grade labels on a wide range of merchandise.

## 2. The Case for Grades and Descriptions

**T**HE question today is not brands vs. grades. It is brands which are grade labeled vs. brands which are not.

A brand or trade-mark, as applied to processed fruits and vegetables, identifies the goods and services of a seller, to distinguish from a competitor. Identification as such does not give any additional information as to contents. Each brand represents one of three recognized quality grades above standard—but only to the already informed, such as the trade.

More than 300,000 brand names or trade-marks have been registered in the U. S. Patent Office, but not more than a fifth of the brand names used have ever been registered, and the more than 1,500,000 represent several times as many names for grades as there are words in the English language. Not all apply to fruits and vegetables, of course, but a study in 35 states several years ago showed 10,500 labels. During the war there has been a notable increase in new brand names.

A grade labeled brand carries on from where the name alone leaves off. It states the ranking quality as determined by point scoring of the important characteristics—on the basis of established grade standards—in a single composite term—of easy consumer understanding—as A (meaning Excellent or Special), B (Good or for Everyday) and C (Fair or Thrift). Determining factors in grading are color and maturity inherent in the raw material, uniformity in size and absence of defects in the workmanship of the processor.

Obviously no one would advocate a grade labeled brand except as part of a label which carries other information as to description, use and care. Our

**BY POLLY GADE**

*Director  
U. S. Inspected Foods  
Educational Service*

association believes that to adequately inform the housewife a label should carry the following information:

1. Brand prominence.
2. Description, over and above that required by law, such as name of product, variety, style of pack, net contents, syrup density, seasoning, number of servings, etc.
3. Quality by a proud, certified U. S. Grade A in blue, B in red, C in green; what each grade means, and other grades available in the same or different brands of the same company.
4. Information includes best recipe use per grade, and care as to best cooking and preservation method to retain food values.

Grade labeling should be *voluntary*. Our fundamental independence rejects regulation unless it is voluntarily assumed, and compulsion is not necessary so long as grade labeling is voluntarily available.

If voluntary grade labeling renders a service which is appreciated by the housewife it will grow. Its proponents ask for no special favors or discriminatory laws. They make use of Government standards long in existence, and an inspection service which was authorized by Congress June 30, 1939.

Certified grade labeling as practiced by the members of this association, a group comprising large, medium and small canners, is a *verification* of the

producer's quality statements by an unbiased, separate, recognized authority—the U. S. Department of Agriculture.

A "U.S." before the grade, within a shield, is a certified grade label. It assures, by this shielded legend, that such labeled goods was graded by a Federal inspector, who was on hand continuously during the canning process.

Consumerwise—and we stress that because in the long run what is best for the consumer is also best for trade and industry—grade labeling is as simple as A-B-C.

A is for Excellent—to be used on special occasions where wholeness of shape or color or flavor are of utmost importance.

B is for Good—to be used for every day, where perfection of shape or color isn't so important, but flavor and nutrition are.

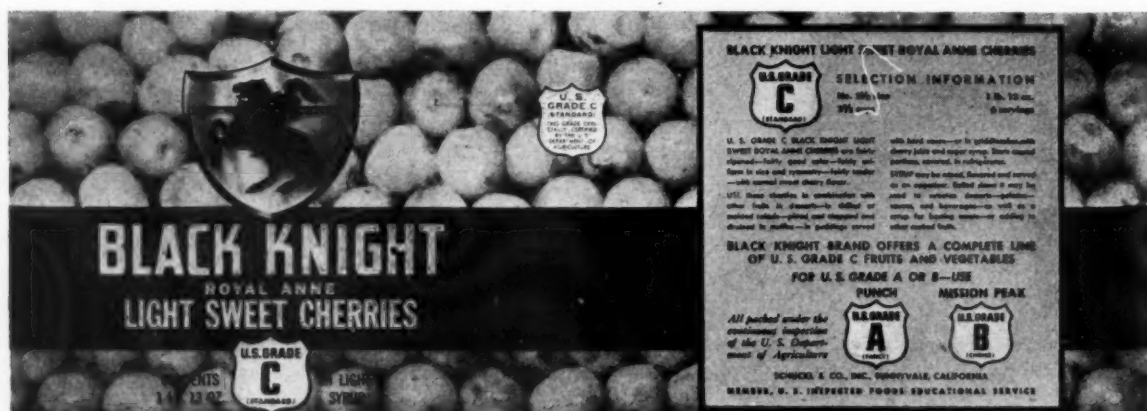
C is for Fair—to be used for thrift, such as in combination with other foods.

Most manufacturers have several grades, but the food trade is in a singularly happy position in that it can utilize Federal services to substantiate its own claims.

Ford, for example, has several grades of cars. Each one supplies locomotion, but there are both practical and emotional factors which influence the consumer's choice. There is his A car, or Best—the Lincoln; his B car, or Good—the Mercury; his C car, or Fair—the Ford. The company also has varieties in each grade—a convertible, touring, sedan, or a coupe. Then there are plus values or individual features, such as type of upholstery, special radio, and various extra gadgets.

(Continued on page 89)

The U. S. Inspected Foods Educational Service believes in the "tell-all," x-ray type of label for its graded brands.



### 3. The Case for Mandatory Grades

BY DONALD  
MONTGOMERY

Consumer Counsel  
UAW-CIO

Quality grades become practicable whenever there is general agreement in the trade and among consumers on what is high, low or in-between quality of a commodity. Such general agreement exists, and is of long standing, with respect to these foods. The food grades are of trade origin, and are constantly being revised and improved upon by the trades that use them.

How practical grade labels on foods can be is demonstrated by the fight the canners made to get grade labeling kicked out of price control. Price ceilings of graded foods are being violated through misrepresentation of grade, not sporadically, but widely, generally. Food business papers make no secret of it. That and that alone is the reason for the recent battle of Capitol Hill to save America from grade labels.

Quality definitions of textiles and clothing are not so readily agreed upon. The different quality characteristics or variables in a sheet, for example, are not all of equal importance to all consumers. Some want fineness of texture, others want strength and durability. More complex products, like rugs, clothing, colored fabrics, possess many quality variables, and consumers will have many different ideas on the relative importance of these several quality characteristics.

#### No Agreement on Weight

I don't think the most ardent grade labeler believes that all the quality variables of such a product should be combined into a single system of grades. General agreement on what weight to give to each is not likely to be found. In most instances the combination of all of them in one grade would not be desirable.

Nor do we expect that style, color or pattern will ever be graded along a quality scale. Let me lay that synthetic ghost, the Halloween favorite of the anti-grade-label press. I'll go even further and agree that we should not grade label sweethearts, although admittedly consumers make no choice in all their lives in which they hope more desperately to obtain high quality and long wear.

While Grade A suits and Grade B rugs seem rather remote and impracticable, many of the several quality variables in clothing and textiles, I would think, might be separately described by quality grades on the label.

How warm is a blanket? Heat transfer can be measured accurately enough for practical purposes. The range of warmth which is practical in blankets can be worked out by blanket manufacturers and consumers. The range from high to low can then be divided into two, three, four or five grades—whatever common sense would suggest. Labels can then show by letter or number which grade *for warmth* a blanket belongs in.

Similarly for number of threads in warp and filling, and for breaking strength. Labels which give the technical data on these factors are of help to studious shoppers. But more consumers would get a lot more help from labels which divide the total practicable range into grades, and identify the grade in which the particular product belongs.

#### Grading Quality Factors

Many quality factors, I am sure, can be thus graded and labeled on textiles, clothing, housefurnishings, and even household equipment. Not perfectly, of course, nor forever fixed. But practicability in human affairs is reached far this side of perfection. And whatever men have agreed upon they can also agree, when experience dictates, to amend, revise and improve.

To define such quality grades for any commodity requires agreement among those who make, sell and use the product. The tests, measures and scales used to ascertain and describe quality must be the same for all products of a type. The grade designations employed must be clear, not perplexing nor, as with so many now in use, deceptive. Then consumers can make some comparisons between one product and another.

Great expansion of grade labeling, in my judgment, is now practicable. It would advance the education of consumers in wise money spending; would stimulate competition and promote efficiency of distribution; and far from dampening progress, invention and improvement, would greatly encourage and reward those virtues.

But from every side we hear, from substantial and respected businessmen, that grade labeling will destroy Amer-

(Continued on page 93)

GRADE labeling, not long ago, was only a gleam in the eye of home economists. Today it has become an endemic high blood pressure among businessmen, advertisers and newspaper publishers. Getting on, isn't it?

Witness the stories printed in recent newspapers. Those newspapers, reporting the letter Chester Bowles sent to Congress September 5, say he was asking that grade labeling be restored to price control.

Of course he wasn't doing any such thing. Far from it. He was disclaiming any intent to re-open the question of grade labeling. He hinted OPA might not want grade labels for price-control even if Congress would permit. You can see, therefore, how these clippings reflect the current grade-label psychosis in the business press. It forces into headlines a subject with which the incident reported was in no way concerned.

#### A Dyed-in-the-Wool Believer

No, OPA is too well staffed with businessmen to have anything but fear and fright for grade labeling. It surrendered on that issue before Congress rendered a verdict. It has never taken to the public the case for grade labeling in price control. It never grade labeled anything but victory heels and meats. It stooped to trick labels for meats. Fifth grade beef is labeled "C". Grade B sausage is something no reputable packer would describe as sausage, except by virtue of the OPA regulation.

Fear nothing of OPA on this score. It's eminently safe. As for myself, let me confirm your suspicions. I am a bred-in-the-bone, dyed-in-the-wool grade labeler. I propose to plug and promote grade labeling among our membership and among all the consumers I can reach.

Elimination of fraud, obfuscation and double-talk from merchandising should be made mandatory by Government. Therefore, I favor that grade labeling be made mandatory just as fast and as far as it becomes practicable to devise grade standards which will eliminate fraud, obfuscation and double-talk.

Grade labeling is already, and long has been, practicable for canned fruits and vegetables, meats, eggs, butter, and other foods. It should be made mandatory for these foods as an aid to price control during the war and to honest merchandising during peace.

DECEMBER 1, 1944



*Ewing  
Galloway*

## More Definitions of Salesmanship

(In the November 1 issue of *SALES MANAGEMENT* we quoted the favorite definition of salesmanship of seven selling authorities. At that time we asked other sales executives to send us their favorite definitions, promised to pay \$5 for every one we selected to print. Here are some of the first winners—and we're looking for more.—THE EDITORS.)

"Salesmanship is the science of creating in the mind of your prospect a desire that only possession of your product will satisfy."

—**D. D. COUCH**,  
Vice-President, American Radiator & Standard Sanitary Corp.,  
Pittsburgh, Pa.

"Salesmanship is the science of analyzing the listener's viewpoint and on that basis convincing him that the product or services which you have to offer will provide benefits that he cannot afford to be without."

—**E. F. SEARLES**  
The Babcock & Wilcox Co., New  
York City

"Salesmanship is a special skill which enables the possessor to convince others that they want what he wants them to want."

—**H. M. JOHNSON**  
Vice-President in Charge of Sales  
Nuodex Products Co. Inc.,  
Elizabeth, N. J.

"Salesmanship is the act of helping someone buy something he wants or needs."

—**H. C. Nelson**  
Railway Express Agency, Inc.  
New York City

"Salesmanship is the art of bringing the minds of the prospective purchaser and salesman to a level of thought that is equal in their desires."

—**S. A. KELSEY**  
Director of Distribution, Temple-  
tone Radio Mfg. Corp., New Lon-  
don, Conn.

"Salesmanship is the science of understanding human desires and pointing the way to their fulfillment."

—**JOHN E. BRENNAN**,  
Vice-President, Outdoor Adver-  
tising, Inc., New York City

"Salesmanship is the ability to induce others to accept your point of view."

—**NORMAN A. CAHN**  
Charis Corp., Allentown, Pa.

"Salesmanship is the ability to understand the customer's problems and to show him how the purchase of your goods and services will solve some of them."

—**HOWARD HAMMITT**,  
Southern New England Sales  
Manager, Bastian Bros. Co.,  
Rochester, N. Y.

"Selling is the two-fold process of uncovering needs, proving that these needs cost money or cause personal dissatisfactions, and then fitting a product or service to these needs showing that the loss is thus stopped and additional benefits bestowed, after which questions are answered and objections handled, and the order taken."

—**BURTON BIGELOW**  
Burton Bigelow Organization, New  
York City

"Salesmanship is teaching—teaching your prospect the things about your product which you believe are true, and which, when the sale is made, will result in mutual satisfaction and profit."

—**J. E. SUTCLIFFE**  
Sales Manager, Woodward-Wan-  
ger Co., Philadelphia, Pa.

# New York Life Sets Up Three-Point Program for Returning Veterans

The 600 agents who are now in the services were producing at a rate of \$52,000,000 in paid business yearly for New York Life. They represent a tremendous asset, so the company has carefully blue-printed a plan for their re-training and reorientation when they return.



Photo by Lambert,  
From Frederic Lewis

**N**EW York Life Insurance Co. already has begun to put into effect a comprehensive program for its returning servicemen, to help them get back into their roles as agents with as few readjustments as possible. The program, announced in October by Griffin M. Lovelace, vice-president, falls into three divisions—education, training, and physical equipment.

In initiating the program, New York Life was actuated not only by altruistic motives, but also by the recognition of the firm's huge stake in its 600 agents who had entered the Army and Navy by July 1, 1944. These men had been producing at the rate of \$52,000,000 in paid business annually, according to Mr. Lovelace. Since most of them were young and doing well, and not yet at the peak of their careers, they represent a valuable asset to the company.

New York Life's homecoming plan grew out of a job analysis made by the Home Office. Its primary objective is that of practical cooperation with the returning agent. Among its features are furnishing information, such as technical and economic data about the field of life insurance in general, and specific facts about the agent's own policyholders. In other words, the company gives him a chance to catch up on what has happened during his absence. Another plank in the program is the provision of special courses of instruction, on such subjects as the "Planned Security" methods of programming, business insurance, and Social Security. In addition, a number

of promotional and office helps are available to agents as they resume their interrupted duties.

The groundwork for putting the program into effect had already been laid by the company, through its methods of keeping in touch with agents while they are in military service. Dudley Dowell, vice-president of the Agency Department, maintains a large personal correspondence with them. He also keeps special files on each man, in duplicate—one at the Home Office and one at the Branch Office from which the man formerly worked. In these files are information on the agent's personal background, war record and production record. From time to time, the company sends out information in which the men might be interested. It also sends them by air mail its "War Time News Letter," largely made up of news about agents in service; and its house magazine, *Nylic Review*.

As preparation for setting up a homecoming plan for agents, the company's educational staff made a survey, during which were interviewed 75 men, home office agency men, agency directors throughout the country, and

a number of agents, including some who had returned from service. Each was asked to list those things he considered most essential to help returning agents to reestablish their business on a sound basis as soon as possible. Meanwhile, the Home Office made its job analysis, breaking down into little problems the big problem of resuming an interrupted career in selling life insurance.

New York Life's management realized that cooperation with the men must be given on an individual basis. Some would return full of zeal for the job, while, at the other end of the scale, there would be those who would find the period of readjustment trying. There would be differences in the amount of help needed by those who had been with the company only a short time before entering military service, and those who had been New York Life agents for many years; and between those who had been absent for only a few months and those who had left before Pearl Harbor. The program must be flexible enough to take into account all these differences.

The economic picture has changed considerably within the last few years,

and agents who have been absent several years need re-education in developments which affect life insurance. As an example, taxes have risen and interest rates have gone down. Since so large a proportion of the average man's income must now go into taxes, it is harder for him to save, and the fruits of savings (in interest) are smaller. The growing number of persons eligible to benefit from Social Security also can be turned into sales opportunities. But the man who has been busy on one of the war fronts may need considerable coaching and guidance in methods of converting such current events into sales arguments.

### "The Automatic Secretary"

Bringing the agent up-to-date with regard to his old policyholders is also important in helping him to get back into harness. The company has endeavored to keep records for agents during their absence, so that they will be able to learn of lapses by policyholders, changes in beneficiaries, changes in address and so on. At this writing, Branch Office cashiers are preparing a new policyholder file for every agent in service, bringing all records up-to-date. This file, termed an "automatic secretary," is a master prospect and policyholder card file arranged alphabetically, with a tickler system for age changes, birth dates, and other anniversaries. (Eventually, this "automatic secretary" file will be made available to all New York Life agents.)

The first step the company will take to help an agent reestablish contact with old policyholders will be the mailing of attractive, specially imprinted cards, announcing his return. A follow-up direct-mail program is also available to the men; beginning with a general letter over the agent's own signature, referring to his return and stating that he will call on the addressee, with a business reply card to stimulate new leads. The Home Office recommends that each agent send out a few individually-typed personal letters each week, referring to the earlier letter, and promising to call within the coming week. New York Life assumes the expense of this mail campaign.

Other selling aids include business cards, calendar cards, reference books, and such items as a special service chart to facilitate reviewing, with a policyholder, his life insurance holdings, and his needs.

"It would be an advantage to the returning agent if every one he called on knew that he had been in the war," according to Mr. Lovelace, "But he can't say to a man he has just met, 'Mr. Prospect, I have been in the Army

(or the Navy) and am trying to re-establish my business.' However, when the New York Life agent gets out his rate book, he can casually show the cover and say, 'This is a new rate book the company gave me on my return from the service.' Stamped on the cover, in gold, the prospect will read, 'Presented to John Nylic Upon His Return from Service in World War II.'"

### Age Changes Are Listed

Another service for agents in their absence is that of giving to them, immediately upon their return, a list of all impending age changes affecting their lists of policyholders. A man whose list comprises 250 to 300 may have a nucleus of 20 to 25 age changes within the first month after his return, all potential leads, and so on, month after month.

New York Life's program for returning servicemen is administered by the company's agency directors. Each has a detailed outline of the steps which must be taken to get men back on their jobs. As an example, it has been suggested to the directors that they review, with each agent, his policyholder cards, in order to help him

select the best sources of new names to be called on first.

Other points, in which guidance from agency directors might be welcomed, are: revising pre-war prospect files, weeding out deadwood; selecting suitable sales plans and sales talks, and organizing a plan of work which will promote proper work habits. As Mr. Lovelace expresses it, "The agent may now be more receptive to suggestions, giving the agency man an excellent opportunity to do a good job of training for proper work habits."

The men also will receive coaching in the important closing phase of the interview. "Most of the real selling is usually done in this second phase," said Mr. Lovelace. "Unless the agent is prepared to keep the interview alive, moving ahead with new ideas, additional points of interest, or a vivid representation of essential points made during the first 10 or 15 minutes, his interview peters out and dies on the vine." Regional directors have been requested to see to it that all returning agents review the section of the company's educational course which covers this part of the interview.

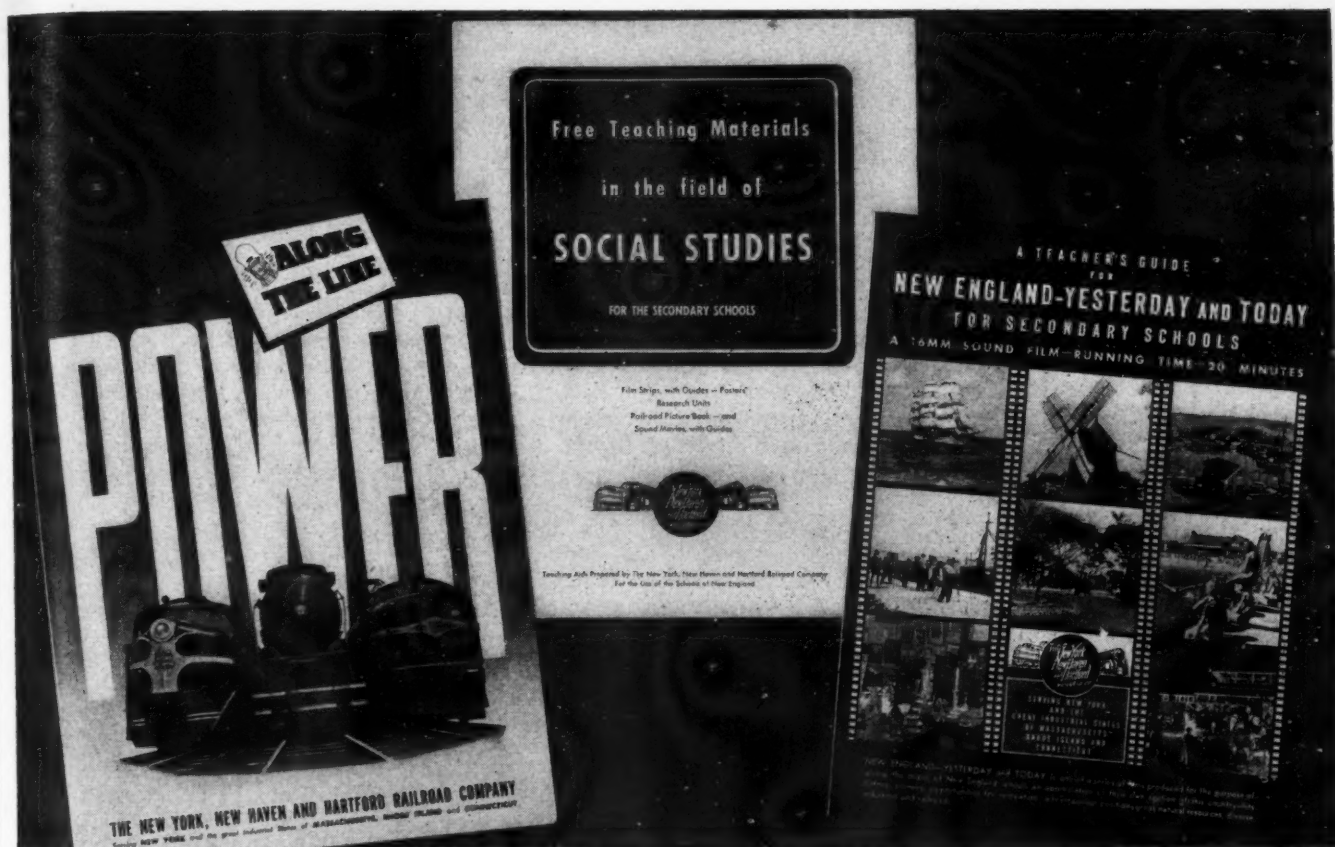
### Variety of Courses Offered

After an agent has been back on the job long enough to get into the swing of things, he will be given an opportunity to attend one or more of the regional schools conducted by the company's Educational Department. Subjects covered in these courses include Work Habits, Sales Presentations and the Closing Phase of the Interview, Programming, Business Insurance, and Insurance for Taxes.

A reading list of 20 books and pamphlets also has been prepared, to answer the needs of returning men. These are in the hands of agency directors, who will use them to prescribe reading for various objectives, according to the individual.

Many other companies are setting up programs for absorbing returning servicemen into their personnel, but the New York Life plan merits special notice because of the thought and care that went into its preparation, and because of the steps taken to make it work. In announcing it, in an address before the Life Insurance Advertisers' Association in October, Mr. Lovelace referred to the book, "When Johnnie Comes Marching Home," and to this Nation's past shortcomings in its behavior to returning fighters. "This time we must see to it that we are really ready to meet the problems of demobilization and post-war jobs, with educational and training facilities to prepare men to work efficiently in their old jobs or new ones."





New Haven's plan is practical for classroom use because a group of teachers helped to plan it.

## New Haven Railroad Looks Ahead: "Sells" New England to School Kids

Through two "packaged" plans, the New Haven gratifies the appetite of youngsters to know more about railroading, and supplies films and booklets which help them to absorb the story of the culture and history of their homeland. Response has been excellent.

Based on an interview by E. M. Kelley with

**DWIGHT NORRIS**

*Assistant Manager, Public Relations  
New York, New Haven & Hartford Railroad Co.*

**N**EW YORK, New Haven & Hartford Railroad Co. has just initiated an educational project as an aid to teachers, with the object of "Selling New England to New England children."

For some time, the New Haven railroad's management has shown signs of being unusually "youth-conscious." As an example, there was the firm's publication of a companion piece to the famous "Kid In Lower 4" advertisement, entitled "The Kid's Kid Brother," used as a springboard

for gaining members for the Boy Scout movement.

Since the time of the New York World's Fair, five years ago, the company has been making available to schools its three 16 mm. sound films. About a year ago it began to furnish Teacher's Guides, to help teachers get maximum instructional value from class showings of the films. Response was so good that the program was widened to include a comprehensive list of items. These are the ones just announced by Howard S. Palmer,

president, as being available to teachers in the New England area served by the railroad.

The educational program was set up by the company's Public Relations Department, with S. A. Boyer, its director, in charge. As preparation, the help of a group of teachers who had had experience in visual education was enlisted. The first step was that of taking about 15 of them on a three-day tour of the regions served by the railroad. Through this procedure, the group was still better qualified to make recommendations and give advice as the plan was worked out.

The program is in reality two "packaged" teaching plans, one for the upper elementary grades and one for secondary schools. They are well-coordinated, and everything possible has been done to make it easy for teachers to use them. For each, there is a booklet describing the features of the particular plan, entitled "Free Teaching Materials in the Field of Social Studies."

To facilitate recognition and handling of the booklets, there is a green and white color scheme, carried out on the cover and in inside illustrations, for the summary for secondary schools; and a blue and white color scheme for the booklet for elementary schools. Each booklet summarizes the highlights of the program and gives "samples," in the form of reproductions of frames from the films, reproductions of posters, and descriptions of the "Research Unit" booklets.

In line with the trend toward visual education, a large proportion of the material offered consists of films. There are three 16 mm. sound films for older students: "New England Yesterday and Today," "This Is New England," and "A Great Railroad at Work." The company offers the films free of charge to schools, and will even furnish a projector and an operator to a school lacking them.

### Outlines Suggest Activities

Demand for the films rose sharply when "Teacher's Guides" were made available with them. These are four-page folders, informing the teacher about each film—its purpose and content—and mentioning courses with which it might be correlated. For example, there is a statement that "New England—Yesterday and Today" may be used in social studies, English, history, civics, vocational guidance, and geography classes to add to the students' information and to develop an appreciation of New England's history, culture, and natural beauty. Also: "It may be used in the classroom or auditorium as an introduction to a unit or as a motivating or a culminating activity." There is a synopsis or outline telling what is in the film. There are suggested assignments, such as subjects for themes; questions; or discussion topics. Then there are suggestions for "Activities"—maps to be drawn, interviews with local people, research on New England trademarks ("Make a collection of New England trade-marks . . . List articles in your home that bear a New England trademark.")

The Teacher's Guides for the 35 mm. slide films, for the elementary grades, follow the same lines as those for the 16 mm. films. There are two of these at present: "It's Fun to Travel by Train," and "We Find Out About Freight." (An interesting feature of these slides is that the text is superimposed on each, with two or three lines at the top, and two or three at the bottom; this was purposely done, with the idea of carrying the eye from top to bottom.)

The choice of subject for "It's Fun to Travel by Train" was a wise one.

In the first place, children are usually fascinated by all phases of railroading. Yet many of today's children have had few, or no, opportunities to ride on trains. The film enables a child to have—vicariously—this experience. It carries him through it with the children shown in the film, from the time of receiving an invitation to "go to New York City to see my aunt," through the various stages of preparation (studying the time-table) and the trip itself including views of New York City, until his final homecoming.

The accompanying Teacher's Guide suggests a variety of potential tie-ins with the film. There are, for example, a number of "Concepts," which a pupil may be led to embrace—the importance of railroads for the transportation of mail, food, clothing, and other necessities; the indispensability of the railroad in time of national emergency; the types of service rendered, and so on. There is a list of words which might be added to a pupil's vocabulary as a result of seeing the film (gauge, semaphore, Diesel, porter, Pullman, throttle, etc.). Then there are the Suggested Activities—making scrapbooks and notebooks, building train models, making maps, consulting time-tables, etc. There is even a bibliography listing books suitable for children on various phases of railroading.

Another plank in the railroad's educational program is the furnishing of striking posters, in black, white and another color, for use on classroom walls. These depict trains, locomotives, coach interiors, and other related subjects.

Two copies of the company's house publication, "Along the Line," have also been issued in large enough numbers to permit their distribution as reference books for teachers. Both are of general interest. One, entitled "Power," is a re-issue of the July,

1944, number of the publication. As its name indicates, it is devoted to the technical aspects of railroading. There are sections on steam, electric and Diesel-electric engines. The booklet is generously illustrated with photographs and charts, and it contains meaty information and figures. The other is a reprint of the August, 1943, number, and it gives a history of railroading in general, and of the New Haven's history in particular. Its illustrations are attractive, some showing old-time trains and engines, and others showing views of the regions served by the road in by-gone days. The typography and decorative borders carry out the old-fashioned feeling of the booklet in a way that appeals to adults, and, it is to be hoped, even to youngsters.

### Response Is Active

There are six booklets in the series of "Research Units on New England Life and Problems," for students in secondary schools. Their titles are: The New England Region and Its Resources; The New England People and Their Heritage; The Role of Agriculture in New England Life; The Role of Industry in New England Life; The Role of Trade and Transportation in New England Life, and The New England Region and Its Future. The booklets are intended only for the use of teachers, and like the Teacher's Guide for the company's films, they consist largely of suggestions for class discussion and for assignments and study activities.

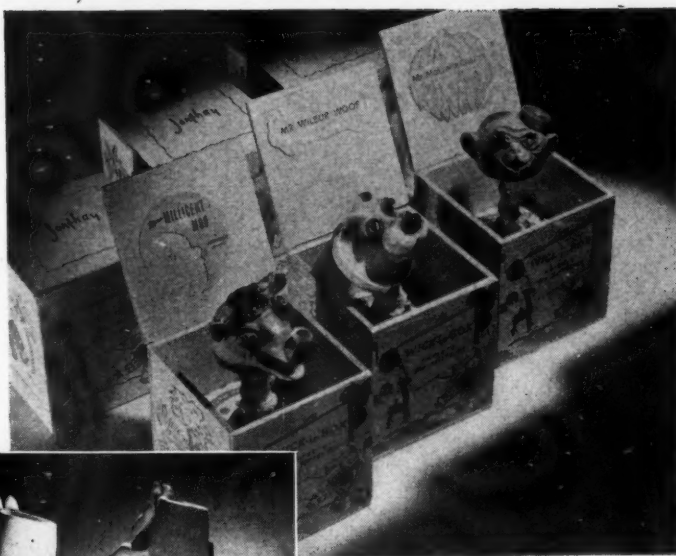
The project is still in its early stages, the catalogs of material having been sent only recently to New England teachers, with reply cards for their convenience in ordering. The management reports that the response has been excellent.

Obviously, in releasing the educational material of the program, the company was actuated by the desire to win long-time friends and future customers. Nevertheless, the material offered is all in good taste, with a minimum of commercial flavor. The Teacher's Guides, for example, bear only the railroad's circular trade-mark. The booklets in the Research Unit series carry a reference to the railroad only as having prepared them.

In its assembly of educational material, the New York, New Haven & Hartford Railroad appears to have hit upon a valuable public relations tool and one that should go a long way toward making "boys and girls—the travelers and shippers of tomorrow—railroad-minded," borrowing a phrase from a letter written by Mr. Palmer, the firm's president, in announcing the program to employees.



## NEW: Animal Toys That Are Also Air Fresheners



Toy animals with wobbly heads pop up amusingly when the covers of the attractive wooden boxes holding them are lifted. They're part of the family of toy air-fresheners known as "Wick-In-Box." The animals appeal especially to the small fry, but designer Alan Berni has not overlooked the adult market—witness the room perfumer in the shape of a woman's hand which is shown at the left.

**J**ONTHAY Products, New York City, manufacturers of perfumes for children and grown-ups, know a trend when they see one. The firm has come right up with some new items capitalizing on the current vogue for perfuming, purifying, and deodorizing the atmosphere. They are a family of engaging "Wick-In-Box" animals designed by package designer Alan Berni, toy animals with wobbly heads that pop up amusingly when the covers of the attractive wooden boxes holding them are lifted.

Brought out in September as a gift line retailing at about \$2.50, Wick-In-Box is a toy, an air-refresher or a room perfumer, as desired. There is also a series of smaller-size items, retailing at approximately \$1.50, in the form of colored alphabet blocks with wooden animal cut-outs on the top. And, for adults, there is a room perfumer in the shape of a woman's hand holding a small glass, upraised in a "To Your Health" gesture.

Designer Berni, who has won a number of packaging awards, had a twofold problem in the creation of these perfume novelties. The shortage of packaging materials was one. The other was the diversified range of dis-

tribution channels for the product—those selling drugs, cosmetics, toilet articles, gifts, flowers, toys, novelties, infants' wear, etc. Because of this range, the product and package had to be designed to have wide, general appeal.

The four animals in the series are Percival Oink, an appealing pig; Mrs. Millicent Moo, a laughing cow; Mr. Wilbur Woof, a wide-eyed dog; and Mr. Mortimer Chatter, a silly monkey. They are housed in boxes made by a manufacturer of cigar boxes, with amusing color designs printed on them. With a small bottle to hold the perfume, a cotton wick, a wooden dowel, metal cap and a spring; a paper collar to cover the works; and the plaster head of the animal, Mr. Berni used the Jack-In-The-Box idea to make what has turned out to be a popular novelty. Consumers may buy refills at \$1.00 apiece and the various assemblies are interchangeable. The boxes are alike, with the name of the particular animal appearing only on a label pasted to the inside cover of the wooden box. These labels are in color, and each has a distinctive shape—Millicent Moo's being a moon, Wilbur Woof's a bone, Percival Oink's an ear

of corn and Mortimer Chatter's a bunch of bananas.

The outer cardboard cartons have the same amusing drawings (in red and blue) as those on the wooden boxes, showing an elephant's encounter with a mouse, the race of the tortoise and the hare, and a clown and camel with colored balloons. Reproduction is by letterpress. On one end are the directions for using the product, which works on the principle that when the animal's head is lifted (drawing the wick up with it), the perfume odor is imparted to the atmosphere.

According to Robert Finkelstein, a member of the firm of Jonthay Products, these items now have national distribution. One point in their favor is that they are not classed as cosmetics, despite the perfume in them, and they are therefore not subject to the 20% tax which must be paid on cosmetic products. The line is sold by the company's own salesmen and through jobbers in the various fields represented by the outlets through which distribution is channeled. It has been advertised in *Parents' Magazine*, and in these business papers: *Gift and Art Buyer*, *Earnshaw's Magazine*, *Infants' & Children's Wear*, *Women's Wear*.



"Gee, Hank, d'ya remember when selling used to be just plain conversation?"



## Campaigns and Marketing

### Brewers Organize

A moot problem to small brewers, who were forced to compete with the costly advertising used by larger brewers, is on the way to being solved through a series of recent meetings held in Chicago, New York City, and St. Louis, by a group of non-competing small brewers from seven states. Out of the meetings emerged a plan whereby each brewery participating in the plan can cut costs of advertising production and point of sale material.

The brewers took their problem to Westheimer & Co., St. Louis advertising agency and the agency devised a unique plan wherein no more than 30 non-competing breweries may work jointly in producing their advertising. Westheimer plans to produce advertising which, while it is being

used by a number of individual breweries, will retain an appearance of individualized copy. Savings in advertising will run up to 30%.

The agency also plans to develop and direct (upon request) semi-annual sales meetings for each member brewery.

### Tractor Course

The Chek-Chart Corp. is running a special session of its now famous Tractor Short Course at the University of Illinois, designed for oil company executives who are interested in the farm market.

For a week, from November 27, classes will meet under the direction of Professor R. I. Shawl, Professor of Agricultural Engineering, at the College of Agriculture Engineering

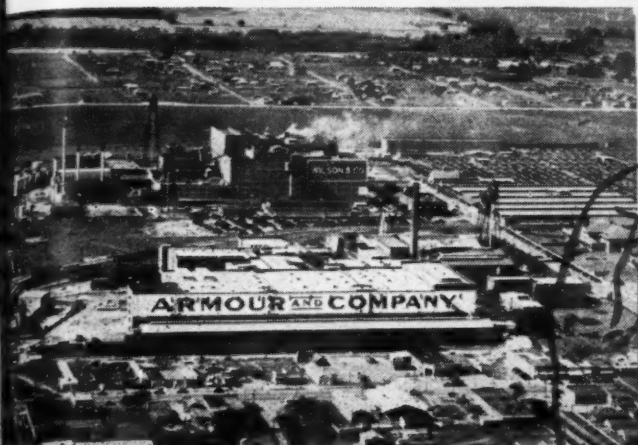
Laboratories, on the campus at Urbana, Ill. The regular Short Course which is given each year to tractor owners, is being adapted for the oil company executives in time for use in planning company agricultural activities aimed at farmers and food production programs for the coming year.

The course will include basic principles of tractor maintenance, with laboratory work to supplement classroom lectures. Since laboratory facilities are limited, enrollment is in turn being limited to one representative from a company. The enrollment itself is being handled by Chek-Chart.

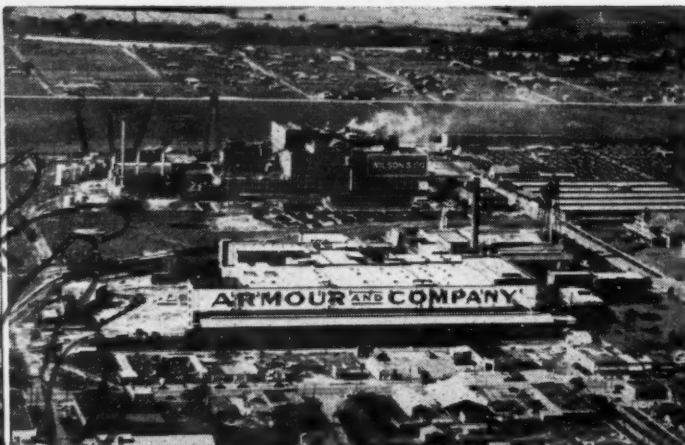
### Free Enterprise

Biting off a very large mouthful—the more effective coordination of all factors in successful manufacturing—the Gray Manufacturing Co., is running, as it did earlier in the year, a series of advertisements designed to achieve its ends through such illustra-

## "SNAP-OF-THE-FINGER" CHANGE-OVER



IN WAR



IN PEACE

### .... Watch Oklahoma City Switch from War to Peace

In 1943 Oklahoma farmers marketed in excess of 946,000,000 pounds of beef, the bulk of which went to war.

At the close of the war there will be no retooling, either on the farm or in Oklahoma City's packing plants, to turn this vast output into peacetime channels.

Nature has established Oklahoma as a livestock producing standout. She has provided a long pasture season without the handicaps of a tropical climate . . . has endowed the state with a soil ideally suited to grass . . . has extended pasturing possibilities with winter wheat.

Man added his bit through the development of home grown grains such as barley and the drouth-resisting sorghums as a substitute for corn. He has now set his sights on the post war problems of the stockman through the first Oklahoma Livestock Conservation and Production clinic held in Oklahoma City October 20 and 21.

Wartime restricted desires-to-buy will be loosed on all fronts when peace comes. Some markets will be ready before others. Oklahoma City will be among the first to invite inspection . . . and produce sales.

# THE DAILY OKLAHOMAN

# OKLAHOMA CITY TIMES

REPRESENTED BY THE KATZ AGENCY, Inc.

THE OKLAHOMA PUBLISHING CO. : THE FARMER-STOCKMAN ★ WKY. OKLAHOMA CITY  
 VOR. COLORADO SPRINGS ★ KLZ. DENVER Affiliated Management

DECEMBER 1, 1944

[35]

# A Mass Distribution Market Efficiently Geared to Handle Post-War Mass Production!



The "5 and 10's" are the Department Stores of the masses. These stores handle over 30,000 different items popularly priced, from 5c to \$5.00 and over, to meet the needs of the masses. No matter what size city, town, or village you go into, the syndicate variety stores get the traffic.

Many of these stores do over a million dollar annual volume.

In the 5000 odd stores comprising the big 10 group, the average annual volume per store is over \$275,000.00. In this important group of stores alone, which did a volume of \$1,341,376,361 in 1943, The Merchandiser gives you a coverage of nearly 12,000 key people.



## The "MERCHANDISER"

is a highly specialized medium catering exclusively to the 5 & 10 to \$1.00 and up syndicate variety stores.

Editorially slanted to the problems and interests of the store managers and their assistants, who do the day-in and day-out ordering of merchandise for this approximately two billion dollar market.

Total MERCHANDISE-ORDERING circulation 16,514 key people in 8300 stores.

*Largest audited circulation in the field*

**DON'T OVERLOOK THIS TREMENDOUS  
MARKET IN YOUR POST WAR PLANS!**



**SYNDICATE STORE MERCHANDISER**

79 MADISON AVE., NEW YORK 16, N. Y.



tive material as the advertisement headed, "What's the Most Important Part of a Clock?" By explaining, in workman-like words, the integrals, such as workers who make it, taxes for the profits of its sale, materials necessary for its manufacture, Gray feels that it can give the public a clearer conception of manufacture as it is known today and of the stumbling blocks that may keep industry moving more slowly than it should because of the public's failure to understand industry's needs.

To hammer home its point Gray quotes Washington: "In proportion as the structure of Government gives force to public opinion, it is essential that public opinion should be enlightened." On the heels of Washington, Gray quotes from a speech made by William Benton, formerly of Benton and Bowles, Inc.: "American free enterprise means a system of investment, production, and consumption under which individuals and business firms, largely by their own initiative and responsibility, combine the community's labor skills, managerial skills and capital to produce the bulk of the goods and services men want."

## Knowing Lear

Lear, Inc., formerly Lear Avia, is announcing, through its agency, Arthur Kudner, Inc., its plans to enter the home radio field after the war with an all-new set. To present its plans to the public, Kudner is already running for Lear a campaign in leading business publications.

It was Lear that was first awarded a patent for eliminating the troublesome B-battery which had rendered automobile radios impractical. It was

**SCRIPT-WRITER** wanted for sales training sound slide films. Location, New York. Must be free to travel and accustomed to interviewing executives. State fully experience, education, salary expected, when available. Our own staff knows of this ad. Box 2057, Sales Management, 386 Fourth Ave., New York 16, N. Y.

**EXECUTIVES — \$5,000-\$15,000 CALIBER** — Through our nationwide Service we negotiate for the better positions with companies possessing postwar futures. Your personal requirements met by individual procedures — will not conflict with WMC directives. Strict confidence assured. Details on request. Jepson Executive Personnel & Research Service. 610 Land Bank Bldg., Kansas City 6, Mo.

## EXECUTIVE SALESMAN

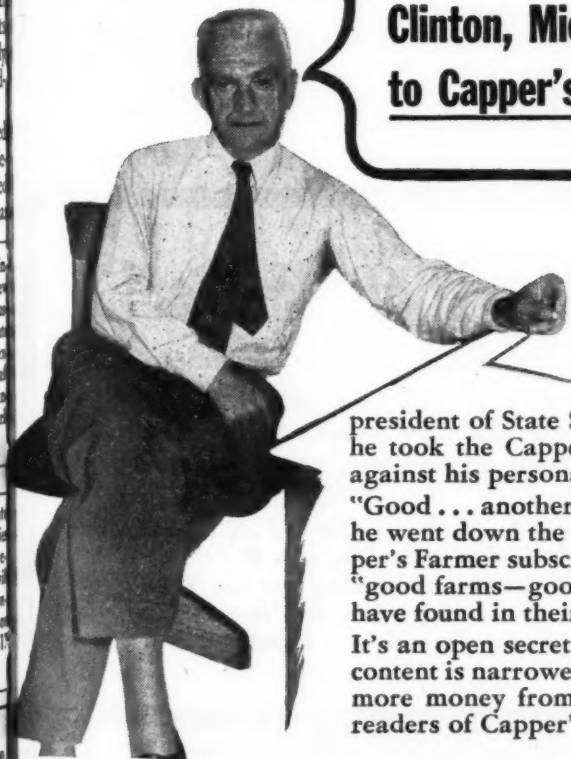
Deferred, age 33, Protestant, married, 10 years selling experience in advertising and allied lines, desires selling, promotional or contact work with magazine, agency or manufacturer. Salary requirements \$5000. Box 2049, Sales Management, 386 Fourth Ave., New York 16, N. Y.

# THE HOME TOWN BANKER REGARDS THEM HIGHLY

Work progresses on subscriber  
Anglemyer's 360-acre farm  
near Clinton, Michigan.



**W. E. Van Tuyle, President, State Savings Bank,  
Clinton, Michigan, personally knows 71 subscribers  
to Capper's Farmer and rates 70 of them as tops.**



● Naturally, you do not know large numbers of farmers—for you are a manufacturer, or a distributor, or an advertising man.

But here's a man who *does* know the farmers very well around Clinton, Michigan. He is Mr. W. E. Van Tuyle, president of State Savings Bank. Like scores of bankers all over mid-America, he took the Capper's Farmer subscription list for his locality and checked it against his personal knowledge.

"Good . . . another good one . . . among the best," commented Mr. Van Tuyle as he went down the list name by name. In all, this bank president knew 71 Capper's Farmer subscribers around Clinton, and of these he pronounced 70 of them "good farms—good farmers." And that's a fair example of what other bankers have found in their appraisal of Capper's Farmer readers.

It's an open secret how our readership is kept so uniformly high. The editorial content is narrowed down to appeal only to practical farmers who want to make more money from operating a farm. And that is exactly what the 1,200,000 readers of Capper's Farmer get every month.

## CAPPER'S FARMER

The ONE National Farm Magazine that Speaks the Farmer's Language

DECEMBER 1, 1944

[ 37 ]

**Now**  
★ 5000 ★  
**WATTS**  
**NIGHT**

**More**  
**than**  
**150,000**  
**new**  
**listeners**

DAY NIGHT  
**5000**  
WATTS

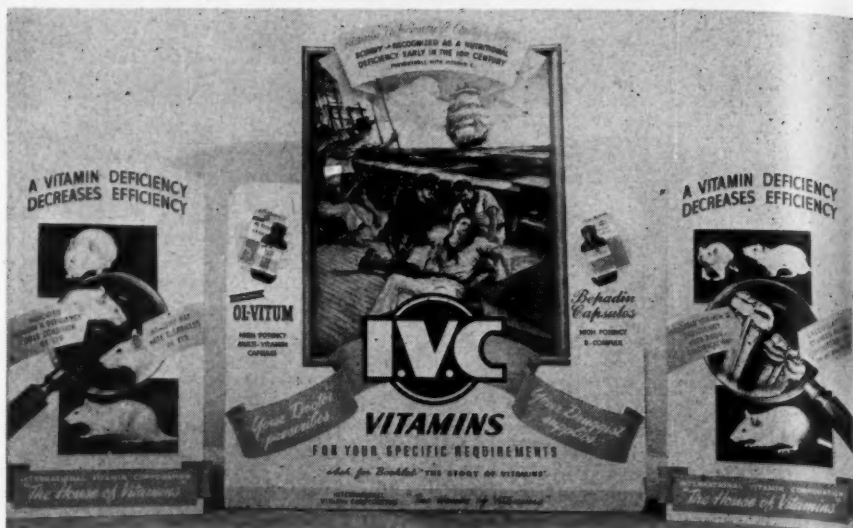
**WFLA**

... the most-listened-to-station in the Tampa-St. Petersburg market even when it had night time power of only 1000 watts. Now, with 5000 watts DAY AND NIGHT, WFLA will do an even bigger job for you in this rich market.

**WFLA**

**TAMPA**  
NATIONAL REPRESENTATIVE  
JOHN BLAIR & CO.

NBC



I.V.C. Vitamins, in its new campaign, goes back to the days when Vitamin deficiencies among sailors were corrected by limes, hence the name, "Limey."

Lear which originated the unit now known as the Magic Brain. Lear also has many "firsts" in aviation radio—commercial left-right type direction finder, for instance.

First of the current advertisements is headed "Two Miles Up—With an Ear to the Ground." This and the other advertisements stress Lear's look-ahead theme.

#### Fountain First Aid

As an aid to the soda fountain operators and druggists, whose fountains are operating practically under forced draft because of unskilled and less help, The Liquid and Carbonic Corp. is distributing a booklet titled,

"How to Keep Your *Liquid Fountain* Operating at Top Efficiency." The booklet, aside from offering advice on the help problem, is designed to assist operators in keeping their fountain equipment in tip-top condition. Directions are provided for cleaning all equipment, for sanitary precautions, for display.

An index, providing first aid when machinery breaks down, is contained at the end of the book.

#### Calgon Explains

Even though Calgon, Inc., which makes soap work better and water rinse better, isn't assured of even one extra pound of its material for new

## Sell in the WROL Market!

- America's New Industrial Frontier includes TVA, ALCOA, CEW, some of world's largest industries.
- Knoxville, now over 200,000 population, is America's busiest city, and will be country's most active postwar market.

*For ten consecutive months, Knoxville led all cities in the U. S. in S. M.'s High Spot Cities forecast. We don't know what will be shown in the new listing, in the January 1 issue—but it'll be worth waiting for, and in any comparison with 1939 sales, Knoxville will be a super-market.*

**WROL**

*Knoxville*

JOHN BLAIR  
& COMPANY  
NATIONAL  
REPRESENTATIVES

**NBC FOR EAST TENNESSEE**



Nash Motors is providing dealers with a planning service for new and remodeled buildings, combining beauty with practical merchandising. For The Studebaker Corp.'s model see SALES MANAGEMENT, Nov. 15 issue, page 138.

or present customers, the company is preparing an explanatory and educational newspaper and business paper campaign.

The chemical, which is technically vitreous sodium phosphate, is not too well understood by the average housewife. Calgon, which had just entered the domestic field before Pearl Harbor necessitated its removal, had not been on the grocers' shelves long enough to become familiar. Calgon is now attempting to show the housewife that the product can be used to bathe the baby, to eliminate the ring-around-the-bathtub, to wash hair more effectively.

Because Government demands were so heavy (The Army and Navy use Calgon for its laundering and dishwashing.) domestic trade had to be suspended by the company. After the war when it goes back on grocery shelves Calgon expects to have its educational work already done.

### Wings for Cars

After the war car owners are going to experience a motor power never dreamed of before the war. Reason—the new gasolines developed by the war. Tide Water Associated Oil Co., through its agency Lennen and Mitchell, Inc., is spreading the glad news about its fuel in a new campaign in 19 newspapers in New York City, Boston, Philadelphia, and Washington.

Tide Water's gasoline, Tydol Flying-A Gasoline, is not just another post-war dream. It is even now an actuality. If the entire output weren't going into America's airplanes on the world's battle fronts, it would be available to the public today. The gasoline, developed to render more efficient the powerful plane engines which had been developed for battle

purposes, came into existence through intensive research and actual use.

### Planes to the Orient

More and more steamship companies, more and more railroads, are announcing their plans to use planes as boosters to their transportation systems. Latest is American President Lines, Ltd., which has filed application to operate an integrated sea and air transport service—including fast, inexpensive air transportation to the Orient—with CAB. McCann-Erickson, Inc., is appointed advertising council.

## WANTED:

### Sales Education Expert

Excellent opportunity now open with very large Eastern Manufacturer for thoroughly experienced sales education specialist. This is an unusual position with wide latitude in all phases of sales training and sales promotion. Good copy writing ability is a prime requisite; knowledge of visual education—and all other forms of sales training techniques for application to retail selling—will prove invaluable to this job. Automotive, appliance or other specialty experience is desirable but not essential. This is a permanent position with a famous manufacturer, a leader in the consumer merchandise field. Write, giving full details of background and experience, to Box 2061, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

### SALES EXECUTIVES

The largest business-management research organization of its kind, with excellent post-war outlook, needs capable men to fill several new and important jobs. If you have a real record—honestly believe you are tops in your line—want good salary, pension, company-paid life insurance and hospital benefits; exciting activity with excellent future, get in touch with us at once. We are looking particularly for sales executives, sales training experts and sales promotion men. Please send complete details in first letter for interview. Box #2056, SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.



From pinpointing

## TARGETS



To pinpointing

## MARKETS

Advance planning—to hit your postwar markets accurately, with intelligent salesmanship—means many sales meetings. And meetings, small or large, run more smoothly, accomplish more in less time, when Sales Managers are supported by an infallible recording of everything said. Sound-Scriber electronic recorder does this for you, easily, at low cost, on a wafer-thin mailable, fileable plastic disc.

Get the amazing story of this modern sales tool, used also for "live voice" messages, sales reports, interviews, sales training. Write to:

**SOUND-SCRIBER**  
TRADE MARK  
ELECTRONIC BUSINESS RECORDERS  
NEW HAVEN 11, CONN.



"I like San Francisco. I am a business engineer and my work has taken me to almost every part of the world. The invigorating climate of San Francisco the year around is conducive to work and appeals to me. This is one reason why I believe many war workers who came here will remain permanently. I have been in San Francisco for the past year in the interest of a great new post-war industry and I'm making San Francisco my permanent home.

Manufacturers and businessmen considering San Francisco as a market may be interested in a few facts which have special significance to me.

San Francisco is the greatest port in the west and one of the greatest in the world. It has always been the nerve center of Western business empires. With post-war development of countries contingent to the Pacific Ocean it is destined to be the center of the world of tomorrow.

San Francisco has long been the financial, insurance and commercial trading center of the West. Many of the greatest industrial organizations of the U S. A. have headquarters in San Francisco.

San Francisco's steady increase in population indicates its basic vitality and soundness. In the past fifteen or twenty years San Francisco's growth has been well above the national average. In proportion to population gain, retail and wholesale sales, bank debits and clearings are fantastically high and recent reports show continuing increases.

Ever since the discovery of gold in '49, San Franciscans have had money and San Francisco today ranks first among 100 largest United States counties in per capita effective buying income.

This obviously makes San Francisco a great market for manufacturers and advertisers, and the best way to reach potential customers in San Francisco is through The Call-Bulletin, San Francisco's friendly newspaper—the best investment per advertising dollar in San Francisco."

**Newspapers Get Immediate Action!**

SAN FRANCISCO CALL-BULLETIN • REPRESENTED NATIONALLY BY PAUL BLOCK and ASSOCIATES

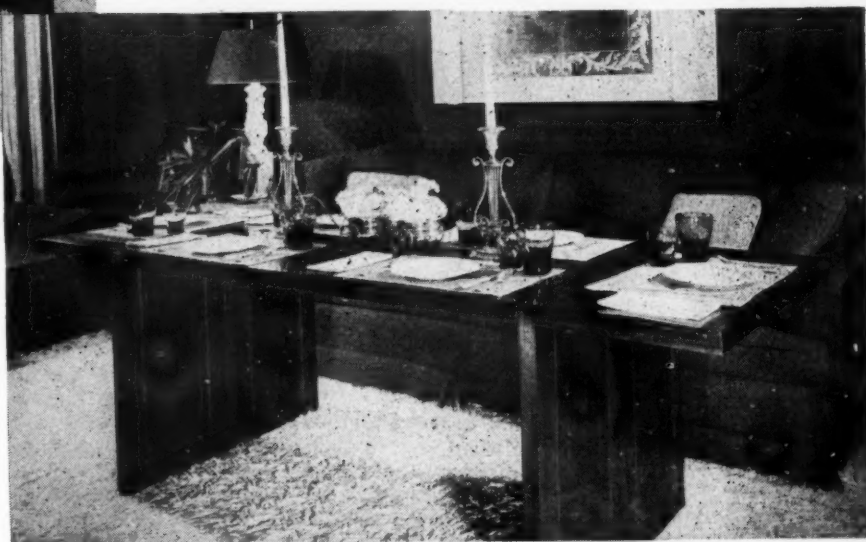
[42]

SALES MANAGEMENT



"With the war, mahogany went the way of the Jap fleet, only quicker." And now the Tapp furniture company is working with woods it never touched before. This combination coffee-dining-table (see left), cut in Macassar ebony, is typical. One person can easily convert it from coffee-table size to dining-table size.

Oriental ash with accents of butternut on the base and drawer pulls combine to create an unusual appearance for this functional chest. (Below right.) The piece serves a variety of purposes, can be equipped with a desk drawer, or silver drawer with shelf below.



For a quarter-century this Chicago furniture house has been making custom reproductions of fine period furniture. Now the firm's reducing 1,500 patterns to 100, eliminating all but 120 of its 1,600 accounts. Fresh new designs are ready for showing in January, 1945.

## Tapp Cuts Line, Will Produce in Mass for Selective Distribution

**T**HE Tired Boy of Industry is beginning to stir. With peace approaching, he is rubbing his eyes.

They've called the furniture manufacturing business the "tired boy" down through the years for obvious reasons. It has slept, comfortably, while change was going on all about it. Its merchandising, by comparison, has been inert. There are signs of change. The war is becoming its alarm clock. Take, for example, the case of Tapp.

Tapp, Inc., Chicago, Ben Davis, president, finds the war a turning point. From now on it will do things differently. Founded 24 years ago, Tapp in all these years has centered its sights on the reproduction of fine old pieces. Until the war came it centered its every attention on duplicating, always in mahogany, the works of the old masters, Chippendale, Sheraton, Heppelwhite.

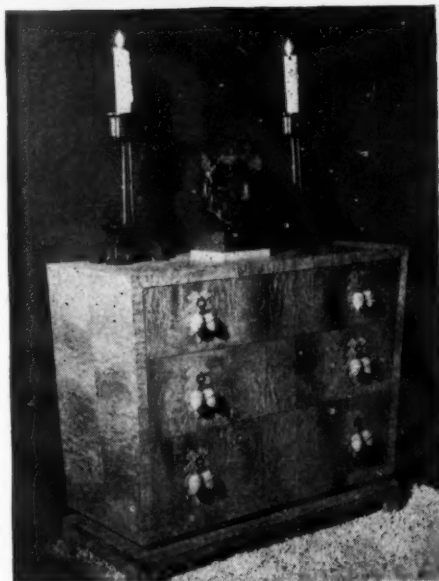
John Tapp, a Hollander, gathered about him some very fine cabinet makers. They copied the masters with microscopic exactitude. Then, before they applied the finish, a little old man who was highly skilled in the fine art

of antiquing would rasp off perfect corners and "Tapp" in perfect imperfections and the desired dents. It was even rumored that trained worms made perfect worm holes.

Tapp's was strictly a custom house and the process of manufacture was painstakingly exact and slow. The prices, of course, were good. When John Tapp died in 1939 he left an accumulation of 1,500 patterns and 1,600 accounts. Professional decorators and stores whose buyers were very particular moved the product, but always in limited amounts.

"The war knocked the business into a cocked hat," says Mr. Davis, a large, blonde descendant of Welsh pioneers who took over when they said taps for Tapp. "With the war mahogany went the way of the Jap fleet, only quicker. We couldn't get it, anyway much of it, for ordinary production.

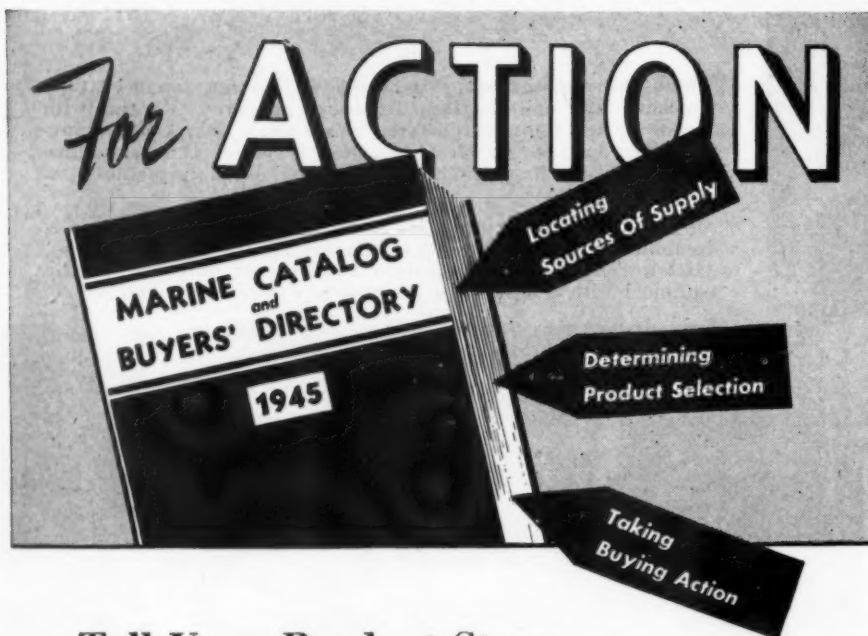
"So, shortly, we found ourselves making sleeping berths for Liberty ships, spare parts boxes for planes, industrial equipment for aircraft plants, storage cases, and assembly tables. We made filing devices and drafting boards. More recently, with war demands letting up, we've been making



wooden toys. We've done the best we could with any materials we could get our grip on.

"All this war work has been a revelation to us. It has taught us, among other things, that we can operate a production line. We have learned how to speed up. We've learned the value of concentrating on volume where we used to putter with small lots.

"Beginning shortly after the first of the year, with the promise that limitations on raw materials will be lifted to considerable measure, we are going ahead with a plan which is new to us.



## Tell Your Product Story

### When Marine Men Are Ready to Act

The overwhelming proportion of marine buyers take some form of direct action to get in touch with manufacturers after consulting the *Marine Catalog*. Some 71 per cent use it directly to purchase or specify materials or equipment.

These facts are brought out in the statements made by 400 marine men in a survey of user reaction recently completed. They show that the *Marine Catalog* is a tool for *buying action* . . . and that is why it is so important to give marine buyers your product facts in this comprehensive buyers' volume, the 1945 edition of which is now in preparation.

The *Marine Catalog* offers you an outstanding sales representative in marine offices and plants in all parts of the country . . . the 1945 edition will again blanket the buying power of the marine industry.

It is not too early to plan your representation for the 1945 edition . . . forms will close one month earlier than for the 1944 edition, and space reservations and copy should be received well in advance of the closing date.

Write to your office nearest you for a copy of the descriptive portfolio which tells of the *Marine Catalog* in more detail.

#### A Marine Catalog Survey Indicates:

1. Each copy has an average of eight users.
2. 64 per cent use it daily or weekly.
3. 87 per cent take some form of direct action in contacting manufacturers after consulting the *Marine Catalog*.
4. 71 per cent use it directly to specify or purchase marine equipment and materials.
5. 72 per cent of users look for some specific type of descriptive catalog data in the *Marine Catalog*.

#### SIMMONS-BOARDMAN PUBLISHING CORPORATION

30 Church Street

New York 7, N. Y.

105 W. Adams St., Chicago 3

Terminal Tower, Cleveland 13

Washington 4, D. C.

1038 Henry Bldg., Seattle 1, Wash.

300 Montgomery St., San Francisco 4, Cal.

530 W. 6th St., Los Angeles 14, Cal.

We are reducing our 1,500 patterns to approximately 100 and our 1,600 accounts to 120. More than a year ago we employed a designer, Robert Dorr, Jr., who is well known to the furniture industry.

"First sketches were shown to key stores in various parts of the country last year, and the reaction of these stores guided further development of the line. Now Mr. Dorr has completed nearly 100 drawings and we are at work on models of major pieces for showings which will begin at the January Furniture Market in Chicago. We believe that we are the first furniture company to be ready for the production of a large group of completely new designs.

"We shall work in woods we never touched before: teakwood, Oriental ash, myrtle burl, Macassar ebony, and other imported woods which we expect will be available and which will give beautiful and soft effects. Our native butternut, too, is something we anticipate will intrigue our buyers. We are doing research in color tones and new lacquers which defy ordinary acids or cigarette burns.

"We are confident that we shall be able to resume, making our product just as good as ever, at considerably reduced prices. One group which we used to produce in lots of six at a time, we propose to manufacture in lots of 500. We expect to reduce the price from \$340 to \$270. A bookcase which we used to make to retail at \$900 we believe will go for \$760. We expect to be able to build any item in our line for 20% less.

"Our sales set-up will be a factor in all this. Prior to the war we maintained a central showroom in Chicago and other showrooms in New York City.

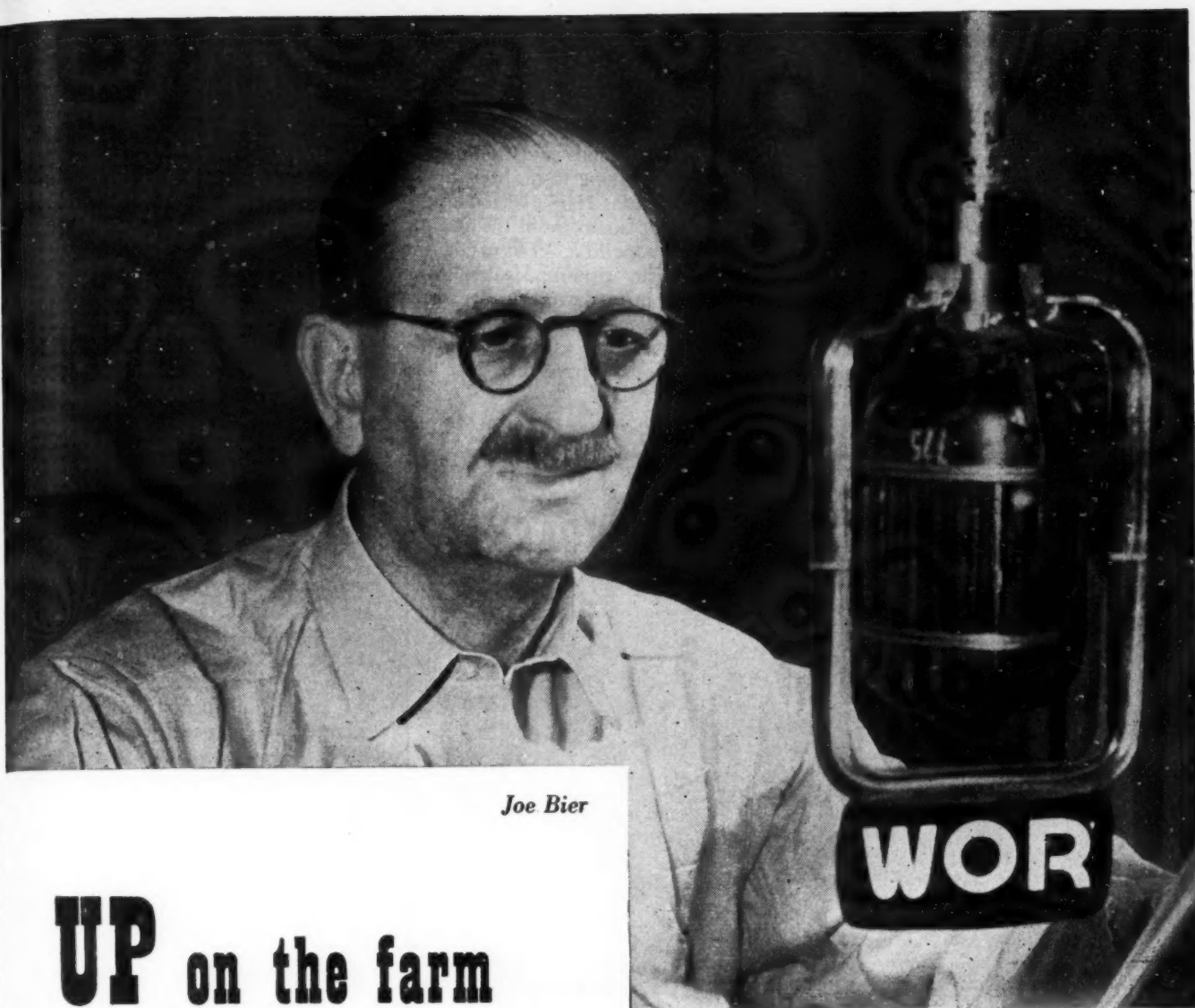
#### REAL OPPORTUNITY FOR DISTRICT SALES MANAGER

National mid-western industrial manufacturer at present engaged in 100% war work is seeking an experienced man preferably with mechanical engineering background, as District Sales Manager for the Cleveland District, in preparation for post war period; age 40 to 45.

To the right man remuneration will be on salary plus commission basis reaching 5 figures. Preliminary training in connection with our product will be given at our factory. Traveling expenses will be paid for interview. In writing please give full details relative to descent, education and past business affiliations together with a recent photograph.

Write SALES MANAGEMENT, Box 2048, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

SALES MANAGEMENT



Joe Bier

## UP on the farm

THAT WOR FARM EDITOR Joe Bier is very intelligently aware of what's up on the farms of 178,500 farming families in the most highly concentrated farm area in America is no official secret. According to some penetrating poking done among 15,000 Eastern farmers by the U. S. Department of Agriculture, 85% of those replying listen to Joe's show.

Very nice, we think—for Joe Bier and his weekday, 5:30 A.M. "News of the Farm," the numerous sponsors for whom he speaks, and, of course, WOR.

Let's pause a moment, however, and consider the reasons for this popularity. In the first place, the fundamental idea of WOR's "News of the Farm," like most good radio ideas, was simple and forthright. WOR knew that it could not be content to study and imitate other successful farm programs. The conditions under which WOR farm families worked and lived, varied too widely with those experienced by other farming communities throughout the U. S.

So, WOR went to County Agents, Farm Bureaus, and the crack agricultural departments of Rutgers,

Cornell and other universities. We asked them to tell us *what* the farmers wanted. Then, in addition, WOR went to the farmers themselves and asked them to take us into their confidence—and into their homes.

WOR—and Joe Bier—have held to this method scrupulously and patiently day after day and year after year. That is, giving WOR's listeners what *they* want, plus more than they've had any reason to expect. It's a very basic kind of thinking when the talk turns to your programming or ours here at —

that power-full station **WOR**

at 1440 Broadway, in New York

MEMBER OF THE MUTUAL BROADCASTING SYSTEM

DECEMBER 1, 1944

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Dallas, Los Angeles, and San Francisco. With the exception of Chicago, these are out and will stay out. Our showrooms in the future will be on the floors of our dealers.

"To these we shall send a production schedule every 30 days and they will show what we have on hand and what we shall manufacture during the next 60 days. We won't start 'cutting' until we receive the orders. This will mean that our salesmen will have to be in close touch with our accounts. We shall actually make the furniture after conferences with the buyers, to determine

what they want. We shall not make what we *think* they *might* want and say, 'Here it is. Take it and like it.'

"We propose to concentrate on living room, bedroom and dining room furniture, case goods and upholstered furniture. We hope to be back in the furniture business 100% within a year.

"It is our plan to avoid the straight lines and monolithic designs of the moderne. The ultra-modernists seem to seek furniture devoid of ornament and as functional and streamlined as a refrigerator—and as cold. The designs we originate have fine lines and

flowing curves and they are not radical. In the main, they are soft variations of the time-proven lines of the old masters. Before we move, we go to the store buyers with our ideas and get their approval and orders.

"We do not see any important immediate demand for the employment of the new synthetic woods, made by welding thin veneers with resins under heat and pressure, at least for home furniture. Their place, we think, is in clubs, bars, soda fountains, beauty shops, and so on. Natural woods are softer in effect and more beautiful and will be wanted in the better homes.

"Our purpose is to design furniture of the same quality as before, with something new in it, for contemporary homes. In fact, fine cabinet workers today can do a better job than the masters ever did.

"We can say this with authority because many rare antiques, suffering the ravages of the years, have come into our plant in the past to be put back in shape. While their lines have been exquisite, when we got into the guts of their construction we were often amazed at the poor basic construction those old wizards got away with."

Tapp, Inc., Mr. Davis freely admits, is taking a bold step in going out to design "new" fine furniture. Creative design of this type of product, he admits, is something that no furniture manufacturer has dared to undertake in recent years. It is an evolution of the war and, but for the war, Tapp would not have thought of undertaking it.

Between 10 and 20 models of the new war-born designs will be ready for showing in January. Reproductions will be continued. New woods? Only as they are made available. That will depend on the return of peace or, at least, on keeping the sea lanes swept clear of the enemy.

## One Newspaper Delivers Adequate Coverage in NEBRASKA and Southwestern IOWA



Circulation Greatest in History!

# 200,000

DAILY AND SUNDAY

Two hundred thousand paid circulation is history-making news for us, and news you will be glad to hear, as 200,000 papers enable you to reach better than 50% of the homes in the entire state of Nebraska with one newspaper. That's a record topped by only 7 newspapers in the nation!

And Nebraskans have money to spend! Farm income alone has jumped from \$256,252,000 in 1939 to an estimated 625 to 700 million dollars in 1944. Manufacturing has increased! Wholesale and retail business has sky-rocketed! A rich market that merits "A" scheduling!

## Omaha WORLD-HERALD

One of the Nation's Great Newspapers  
Owners and Operators of Radio Station KOWH

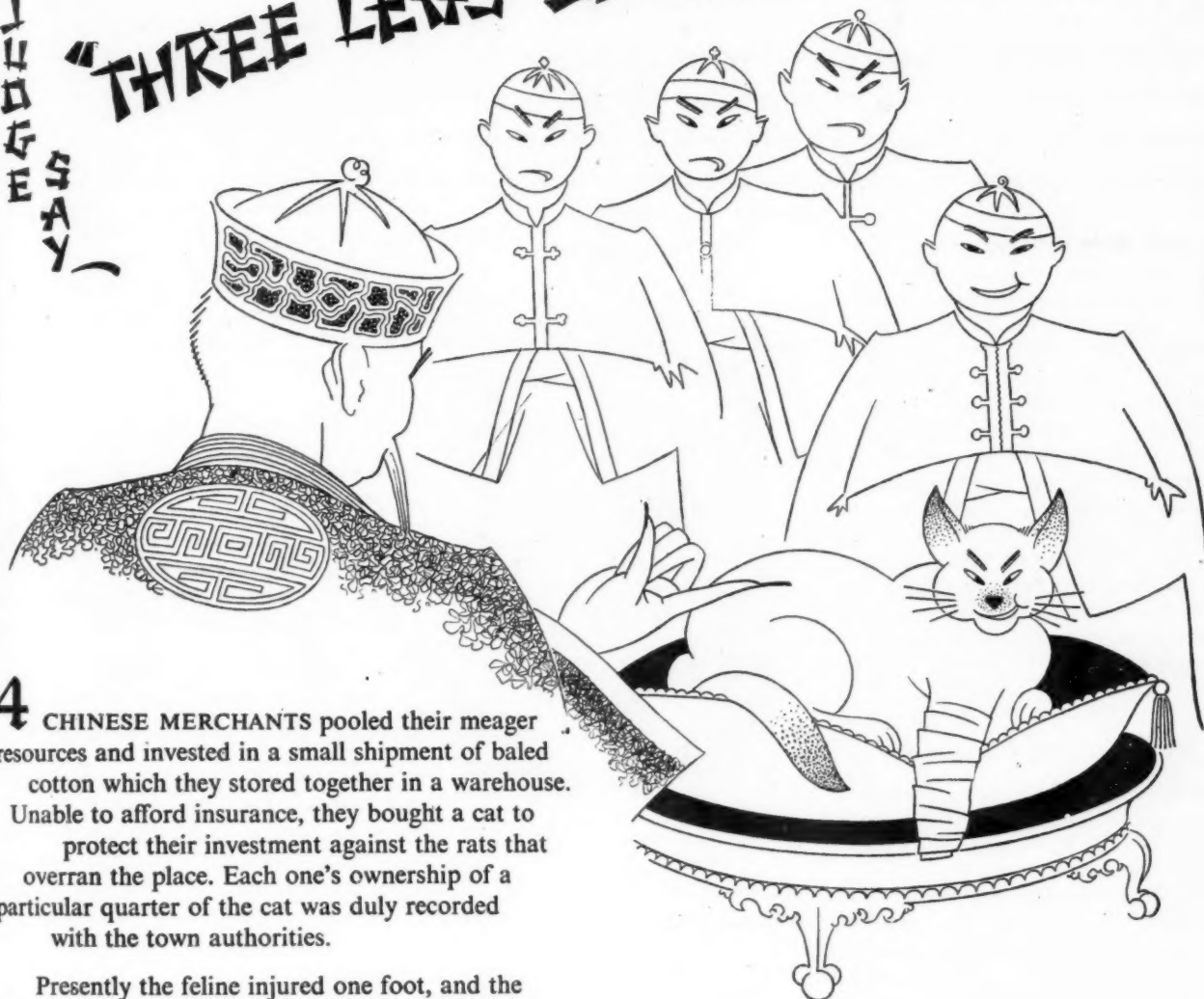
October Average Paid Circulation 201,275 Daily 202,497 Sunday

Natl. Representatives—O'mara & Ormsby, Inc., New York, Chicago, Detroit, Los Angeles, San Francisco



# "THREE LEGS OF CAT GUILTY!"

JUDGE SAY—



**4** CHINESE MERCHANTS pooled their meager resources and invested in a small shipment of baled cotton which they stored together in a warehouse. Unable to afford insurance, they bought a cat to protect their investment against the rats that overran the place. Each one's ownership of a particular quarter of the cat was duly recorded with the town authorities.

Presently the feline injured one foot, and the owner of that paw bound it up with cloth saturated with oily salve. But the cat ventured too near an open lamp and the bandage caught fire. With its leg ablaze, it fled in terror among the bales of cotton, setting them afire.

Highly indignant, the owners of the three good paws brought suit against the owner of the injured foot for damages to their shares of the cotton.

"Cat no could run on lame foot," the Chinese judge declared profoundly.

"Therefore three good legs of cat guilty of damage. Owners thereof must pay owner of sick foot for loss of his cotton."

This little study of the subtlety of Oriental justice appeared recently in *Inside Detective* magazine, whose readers, hobbyists in crime detection and law enforcement technique, enjoyed it greatly.

Theirs is a hobby interest that cuts across all age and income levels, and gives the Dell Detective Group a readership that is a cross section of the urban male population. Bought by 1,135,660 people—and read too by a whopping pass-on audience—the Dell Detective Group offers you a key market for any product with man appeal.



## DELL DETECTIVE GROUP

INSIDE DETECTIVE • FRONT PAGE DETECTIVE

DELL PUBLISHING COMPANY, INC., 149 Madison Avenue, New York 16, N. Y.

World's largest publisher of fact-detective magazines—and detective mystery books, featuring Agatha Christie, Rex Stout, Helen Reilly, Carter Dixon, Elery Queen and other noted writers.



DECEMBER 1, 1944

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# The "Five Eyes": a Professional Approach to Salesmanship

Something's missing in the average salesman's concept of his job. There isn't enough stress on selling as a service. Here's a simple formula, usable anywhere, which will help to lift the sights of salesmen, and to give them a constructive basic sales philosophy.

**T**HE sleep of every conscientious sales manager has been disturbed by the specter of a sales force disbanded or gone soft. Although the production machine post-war will start with new factories, new tools, new methods and trained men, the sales machine will start from scratch. Will it try to take up where it left off three years ago, ignoring the warnings which indicate that our markets are *not* the markets of three years ago? Or will we take a lesson from our brothers in production and review our entire plant layout with an analytical eye and then build a philosophy of sales in tune with the times?

## A Modern Sales Philosophy

To meet this challenge, I propose that we seek a modern sales philosophy. I do not mean that we should scrap the time-tested sales formula of AIDA: Attention—Interest—Desire—Action. Nor do I mean that we should turn our backs on any methods or sales aids which have been successful. But, realizing that we must recruit inexperienced men, I believe that we must define selling in a professional manner, set up a method which will induce every man to analyze every prospect and resulting sale, encourage every man to study his territory as a general studies his campaign, draw from every man suggestions which will keep our products in step with changing demands, and build a clientele that will be loyal to the point of regarding chiseling with a sceptical appraisal.

First, let's consider a definition of selling which will challenge the salesman to do more than merely get an order. One which will keep before him the necessity for building, so that small accounts become big ones and buyers become clients who place faith in his specialized recommendations and trust him to the point of "writing his own ticket." Let me suggest:

**Selling is solving the buyer's problems to the mutual profit and satisfaction of the buyer, the seller, and their respective managements.\***

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BY

JOHN W. MOCK

*Sales Manager  
The Turner Brass Works  
Sycamore, Ill.*

After graduating from Wooster College in 1927 Mr. Mock went to The DeVilbiss Co., Toledo, as a stock chaser. He was promoted and made planning clerk in the Production Department, and later was transferred to a subsidiary company where he was in charge of production control, purchasing, accounting, cost accounting, inventory control, pay rolls.

Then, after completing a summer course at the Harvard School of Business in 1930, he was transferred to the sales field.

In 1934 he went to The Federal Electric Co., Chicago, electric advertising, to enter the specialty sales field. During the five years he served in this field, he assisted in teaching classes in salesmanship at Northwestern University.

Prior to joining The Turner Brass Works, Mr. Mock conducted classes in salesmanship for various companies, made surveys, and wrote special advertising material for promotion booklets.



The focus is on solving the buyer's problems. I can imagine a look of disgust coming over your face as you mentally picture your salesman running errands, taking stock and acting as Boy Scouts to amused customers and prospects. But, remember the definition: "to the *mutual* satisfaction of the buyer, the seller, and their respective managements."

Solving the buyer's problems with that sort of qualification changes the whole picture. Look at it from the point of view of *you* as the buyer. Whether you are a buyer of shoes or ships or sealing wax, makes no difference. Do you agree with me that whenever you buy something it is to solve a problem?

## Solving the Buyer's Problem

For instance, as a sales manager you have the problem of looking prosperous. Something about your appearance doesn't quite look prosperous. That's a problem. You can't afford a new suit, and your shoes are shined within an inch of your last ration coupon. But, as you pass a haberdashery you see new ties—an answer to your problem, for a \$1.50 tie will give you a "lift." You buy a tie, and you've solved your problem to the mutual satisfaction of yourself and the haberdasher. In this case *you* solved your own problem, because some haberdashery salesman failed to do so the last time you bought a handkerchief. But *your* salesman will not be so fortunate. They will have to solve their buyers' problems.

To solve buyers' problems, your salesman cannot barge in to a buyer and magnanimously state that he is there to solve his problems. That would be fatal. No buyer will admit that he needs help, and he doesn't want it implied that he does. Therefore, let's approach it from another angle. What are the mental steps of a buyer before he makes a purchase, or, let us say, before he solves a problem? Upon analysis, the buyer mentally ascends five steps before making the plunge. I call them the "Buyer's Eyes,"\*\* and you will see why as you examine them. The five mental steps the buyer takes, in order, are to:

**1. RECOGNIZE**—that he has a problem. He may have a problem and be unconscious of it. If so, your salesman

\* Readers may want to compare Mr. Mock's definition of selling with the definitions of salesmanship on page 26 of this issue, or with those in the Nov. 1, 1944, issue of SM.

\*\* Copyright, John W. Mock.



**CHARLES E. SORENSEN,**  
wizrd of mass production, new head  
of Willys-Overland, makers of the jeep,  
typifies the present trend in industry  
to select "know-how" skill for the top  
job. He expects a world market for the  
jeep to provide many postwar jobs.

**FOR OVER 70 YEARS, POPULAR SCIENCE**  
Monthly has served a growing audience of readers  
who have one thing in common—a *state of mind*.

Today, this audience numbers over 700,000. They  
are men with a passion for the mechanical, men  
with courage to try the new, men who in peace-  
time and in war are truly *America's pacemakers*.

Whether named Kaiser or Kettering, Sorensen or  
McDonald . . . or plain Bill Jones and Jim Smith  
. . . these scientifically-inquisitive men are the vital  
ingredient in American life.

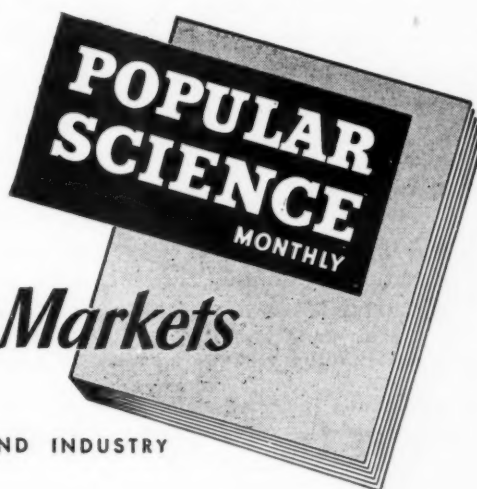
Some are presidents of corporations—with names  
you know. Some are foremen, mechanics, welders.  
But they are all *builders*. One and all, known and  
unknown, they are the men who *do things*.

**AS A MARKET,** these men are unique because they  
are not only first *readers* about the new but first  
*buyers*. Surveys prove conclusively that POPULAR

SCIENCE families rank higher than others in  
ownership of all kinds of mechanical products—  
automotive, household, industrial.

Figure on these men—now and for postwar! These  
men buy, and what's more, they'll act as a spear-  
head of influence to gain new users of products  
of which they approve.

There is no other audience you can advertise to  
quite like them. And they are yours, as a unit, *only*  
through the pages of POPULAR SCIENCE  
Monthly.



## *Spearhead for Post-War Markets*

THE NEWS PICTURE MAGAZINE OF SCIENCE AND INDUSTRY

NEW YORK • CHICAGO • CLEVELAND • DETROIT • LOS ANGELES • SAN FRANCISCO

DECEMBER 1, 1944

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## "SHE'S DREAMING OF A RED ROADSTER..."

As millions of other Americans are, she's looking forward to the day when she'll again be swinging down the carefree highways of peacetime America . . . in a slick new motor car.

Now's the time for you to be getting ready for that day . . . that rich selling opportunity for your product . . . with LEE LARSON HIGHWAY DISPLAYS.

- A complete service, from sparkling ideas to finished installation and maintenance.
- Any size, type, quantity, on rental basis.
- National coverage.
- Notably successful background in the service of a wide variety of LEE LARSON clients . . . from automobiles to beverages to insurance.

Early consultation strongly recommended, in view of manpower and material situation. Representative will gladly call on you. *Ask us now.*

**LEE LARSON & CO.**  
ESTABLISHED 1929 • WAUKESHA, WISCONSIN

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has little chance of selling your product which the buyer regards as unnecessary at the present time.

2. **REALIZE**—that the problem is important enough to be worthy of his time and consideration. If this realization is not brought about, your salesman will get the old answer: "It sounds good, and may fit in with some plants, but we don't need it here."

3. **THEORIZE**—on the various solutions to the problem. If he does recognize the problem, and realize its importance to the extent that it must be solved, the good buyer mentally casts about for the best solution. This may or may not be the one which your salesman offers, and your salesman might just as well recognize this possibility instead of hoping against hope that he'll get an order. Facing this possibility should spur your salesmen into a real presentation which builds up as the interview progresses.

4. **ANALYZE**—the various apparent solutions to determine which is the best. Here is where real selling starts. Your salesman faces the various solutions fearlessly, even pointing out some which the buyer has not thought of, with full confidence in his product as the ideal solution to the problem. This confidence, as radiated by the salesman's frankness, has tremendous force in convincing the buyer on the merit of your house and its product.

5. **VITALIZE**—by action: make the decision, sign the order and thus solve the problem. This is the natural consequence of the previous steps if a good, honest, selling job has been done. No high pressure is involved. As day follows night, so does an order follow a presentation which proves to the buyer that your product is the answer to his problem.

No salesman can subscribe to this modern selling philosophy without thorough preparation before gaining an interview. The salesman must know something of the company that he expects to sell and the problems of that company's management in relation to your product. He must know all alternative solutions—in other words, your competitors and what they have to offer. He must know your points of superiority, and how they make up for any minor weaknesses which are not, in the final analysis, important when the solution as a whole is considered.

The salesman must be honest with himself and with his company if a competitor's solution is really superior.

SALES MANAGEMENT

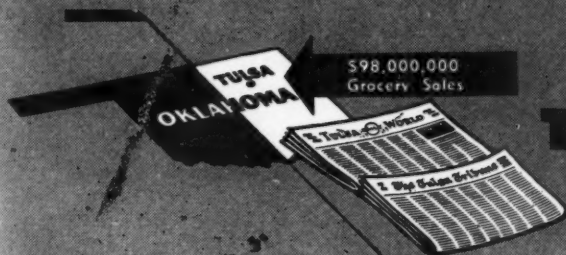


## THE BIG RIGHT SIDE

...and we DO mean BIG!

- Because . . .** Oklahoma has 6,619 grocery stores!  
(59% or 3,922 of them are on the RIGHT side.)
- While . . .** Total grocery sales in Oklahoma (1943) were \$188,102,000.  
(Almost \$98,000,000 of those sales were on the RIGHT side.)
- Now . . .** Every advertiser of grocery products wants to reach the greatest number of people, at the lowest possible cost, with HIS advertising.
- So . . .** We bring to your attention the fact that Tulsa's TWO dominant newspapers are read by 43% of ALL the families who live on the RIGHT side of Oklahoma.
- And . . .** These TWO newspapers can give you 24-hour coverage of this rich RIGHT side market at ONE LOW COST.

THE RIGHT SIDE FOR YOUR ADVERTISING!



**TULSA WORLD**  
OIL CAPITAL NEWSPAPERS  
**TULSA TRIBUNE**

REPRESENTED NATIONALLY BY • THE BRANHAM CO.

## THE "FIVE EYES" OF SALESMANSHIP

Buyer's Mental Steps or "Eyes"	Buyer's interest pattern or things which interest him in order of importance	Salesman's Speech Pat- tern, or what he talks about in each step of the interview
1. <b>RECOGNIZE (Problem)</b>	Self, and things which mean self-advancement and advance- ment for his dependents	"You, Mr. Buyer—" Be sure that the buyer is in the picture from the beginning. Then, in- terest is certain, and he will be willing to see the problem which is pointed out.
2. <b>REALIZE (Importance)</b>	Associates, neighbors, competi- tors	"They—" Newspapers would go out of business if it weren't for man's herd instinct and his in- terest in fellow beings. News (not gossip) always interests the aggressive buyer when it per- tains to his business.
3. <b>THEORIZE (Solutions)</b>	His problems and the problems of others in his field	"The experience—" The success of your product in the buyer's field and allied fields will guide him to the correct solution. Caution will prevent antagoniz- ing the buyer by implying that because someone else has done something, he should do the same.
4. <b>ANALYZE (Choice)</b>	Success	"Results show—" Now the sales- man must prove that his way is the best. Nothing "succeeds like success," and nothing talks like results.
5. <b>VITALIZE (Decision)</b>	Enjoyment of success	"Your satisfaction—" Here's the place for dramatization, if it's required. Picture the buyer en- joying his purchase or the con- gratulations of his associates. But, after you get the order, get out. Don't ruin a good impres- sion with idle chatter. After all, you've done him a favor, so don't spill over with gratitude and make him suspicious.

This chart should guide a salesman in preparing a presentation which will be psychologically correct.

Honest to the point of passing up an order where your product does not build good-will. Company minded, too, so that he will not pass up a sale with a gripe, but report to management intelligently so that your product can be improved and your market expanded.

The salesman in following this modern sales philosophy is lead to recognize that every buyer is a distinct personality and must be interviewed accordingly. The problem in the mind of the treasurer of a company will revolve about finances; the chief engineer will think of construction details; the sales manager will think in terms of increased sales; the purchasing agent will consider costs, of course, but always will have in the back of his mind his responsibilities to the men in his organization who must be satisfied

with the purchase he is making.

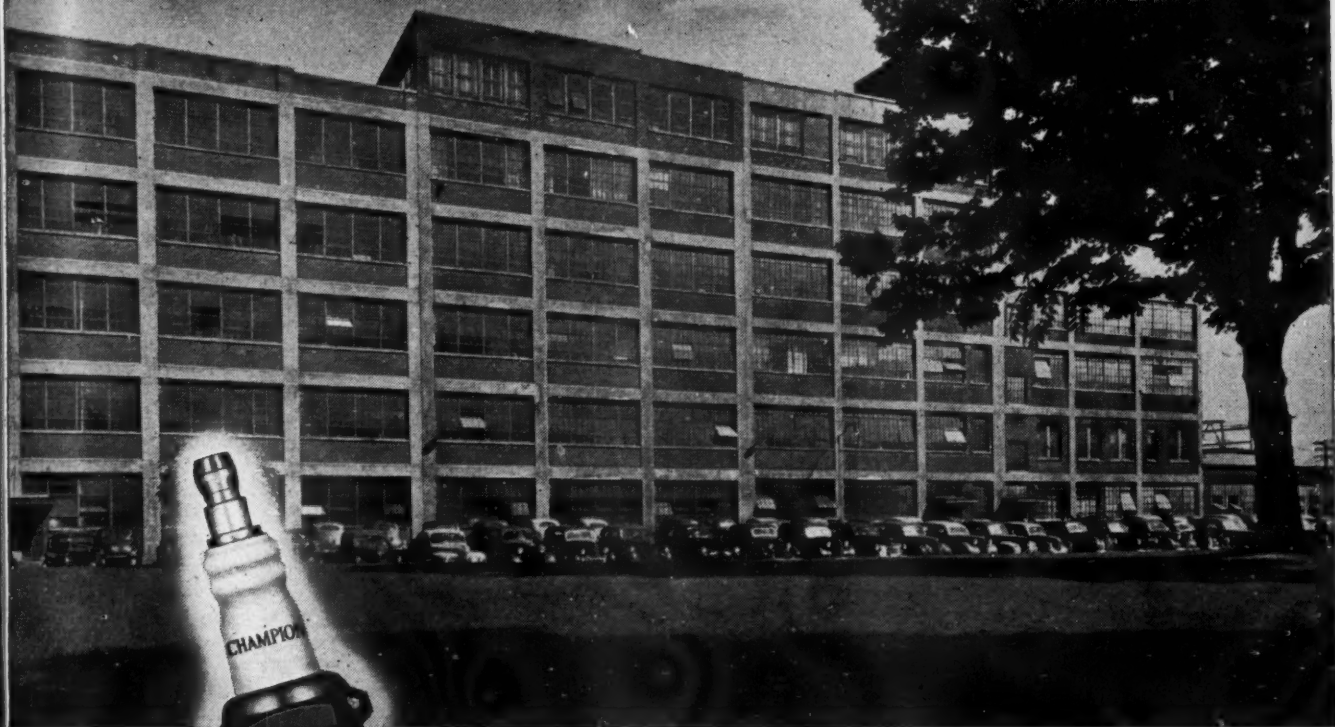
The salesman also will recognize the possibility of every buyer, regardless of his professional status, being on different steps of the mental ladder at the outset of the interview. He will start the interview with caution, letting the buyer talk, giving himself the opportunity to judge just where the buyer stands.

As a final step in setting up this modern sales philosophy let's make up a chart (see above) as a guide to our salesmen in preparing their presentation so that it will be psychologically correct, considering not only the buyer's mental steps (or "Eyes") but also the buyer's centers of appeal or interest pattern and the salesman's speech pattern. The salesman's speech pattern, you will note, has no quarrel

whatsoever with the Attention-Interest-Desire-Action formula.

It is my hope that this modern philosophy of selling offers a sales philosophy which suggests an efficient method of meeting our tremendous post-war sales problems. Through its use, it brings to the buyer a salesman who is eager to understand his problems and help him solve them, a salesman who can be welcomed as a friend. To the salesman, it brings a realization of the wide knowledge he must have. Even when a sale is lost, the door is left wide open, for a friend has been made. Although high pressure is not used, there is no weakness, for the salesman and buyer talk on a man-to-man basis. To the sales manager, it brings clean orders and customers who come back for more.

# This is Toledo



## CHAMPION . . . World's Largest Manufacturer of Spark Plugs

The name Champion adds lustre to the roll call of distinguished Toledo companies which are leaders in their field . . . Founded in 1907, Champion soon became one of Toledo's outstand-

ing industries, exporting its product to every country in the world. Champion has always meant fine spark plugs . . . and home-town folks are proud that Champion has always meant Toledo

## . . . and this is the TOLEDO BLADE

In its long life, The Blade has witnessed the growth of many a sound Toledo company which, like Champion, has contributed to Toledo's substantial growth . . . And the growth of the Blade has paralleled the growth of the community it serves. Today there is a Blade for every Toledo home

## TOLEDO BLADE

*One of America's Great Newspapers*  
REPRESENTED BY PAUL BLOCK AND ASSOCIATES

# Posts \$1,000 Guarantee Against "Back-Door" Selling

More than anything else, dealers resent special discount sales made over their heads by distributors. This New York appliance house comes out with a policy statement to assure dealers that they will be protected.

**B**ECAUSE "back-door" selling has been one of the major headaches in distributor-dealer relations, the recent step taken by Bickford Brothers Co. to eliminate it is deserving of attention.

As Buffalo and Rochester territory distributors for RCA Victor and leading electrical appliance lines, the Bickford company had long felt that its own skirts were clean of any practices related to "back-door" selling. That is—Bickford has always discouraged sales to others than their authorized franchised dealers. It did not approve of special discounts for friends and relatives of executives and employees. It had always felt that such practices would only be unfair to its duly authorized dealers.

When, however, a survey made by the company revealed that "back-door" selling was the universal and major gripe of dealers, Bickford decided to do something about it—and quickly. It determined that it would put its business code of ethics down in *black and white* and, furthermore, to put teeth into it by including an *adherence guarantee*. That guarantee was the company's stated willingness to forfeit \$1,000 should any of its dealers cite a violation of Bickford's business code.

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## A STATEMENT OF BUSINESS ETHICS POLICY BY BICKFORD

Bickford is unalterably opposed to so-called "back door" selling by distributors. Bickford believes such practice is grossly unfair to the dealer and dangerously detrimental to the distributor-dealer plan of merchandising. Bickford believes proper and pleasant business relations cannot continue to exist between a distributor and his dealer if such practice is condoned in even the most trivial manner.

Therefore, Bickford states its policy below, together with its guarantee of adherence to that policy:—

1. Any product which we distribute will be sold *only* through authorized franchised dealers.

An authorized franchised dealer is one who has signed an accepted Bickford franchise covering a particular product and who stocks and displays that product in line with the terms of the franchise.

2. In event an individual, a firm, a dealer, or any member of a dealer's organization desires to purchase for his own use, or for resale, any product distributed by us and for which product such person or firm is not a duly authorized franchised dealer, such party will be respectfully referred to our list of dealers handling that product.

3. No sales will be made by us, even to our own employees, of the products we distribute. This ruling covers our own executive staff.

Not will any executive be permitted to make a gift of any merchandise from his department, or any other department, to anyone within or without this organization.

4. Dealers, friends, and employees are kindly requested not to ask us to violate this code. Such courtesy requests positively cannot be granted. We are wholesale only—strictly, absolutely, and without exceptions!

## GUARANTEE OF ADHERENCE \$1,000 FORFEITURE!

SHOULD ANY OF OUR DEALERS CITE TO US A VIOLATION ON THE PART OF OUR MANAGEMENT OF THE ABOVE CODE WE AGREE TO FORFEIT THE SUM OF ONE THOUSAND DOLLARS (\$1000), PAYABLE TO ANY ESTABLISHED CHARITABLE ORGANIZATION OF THE COMPLAINANT DEALER'S OWN CHOOSING . . . . .

BICKFORD BROTHERS CO.

*Paul Wolk*  
PRESIDENT

Rochester, N.Y.

So strict is the Bickford "wholesale only" policy, that even employees and executives of the company will not be allowed the courtesy of buying direct.

Printed copies of its selling policy were sent to all the company's franchised dealers and because this policy backed up its forthright commitments with a cash guarantee of adherence it carried genuine weight. Already, all throughout the territory dealers are expressing their appreciation of Bickford's unalterable stand against "back-door" selling. Two of Rochester's largest department stores have had Bickford's statement of policy framed and hung in their chief merchandisers' offices.

This statement of policy declares

that the products distributed by Bickford Brothers Co. will be sold *only* through its authorized franchised dealers. It declares that the company will refer all individuals and firms desiring to purchase Bickford distributed products to its list of authorized dealers. It also assures the franchised dealers that no gifts of merchandise will be made by Bickford executives. Finally, dealers, friends and employees are requested not to ask Bickford Brothers Co. to violate its business code of ethics as set forth in the statement of policy.

SALES MANAGEMENT

**THE BIGGEST CONSTRUCTION JOB IN AMERICAN HISTORY!**



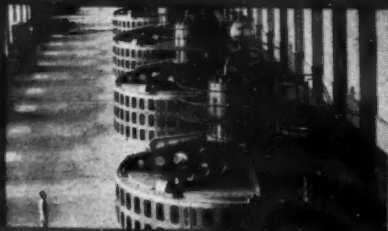
## HAS MADE KNOXVILLE THE BEST DAM MARKET IN THE WORLD

Its area of operations as large as England and Scotland combined, TVA is one of the greatest building and engineering projects ever undertaken by mankind. Already it has built 20 colossal dams; created artificial lakes with 9,000 miles of shoreline; cleared 175,000 acres of land and constructed 1,200 miles of highway. TVA's excavation of rock and earth is large enough to build a canal from New York to the Gulf of Mexico.

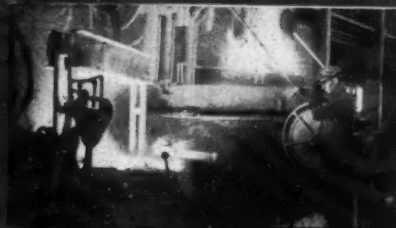
crete poured in TVA dams would build 7 dams as large as Soviet Russia's fabulously big Dnieprostroy Dam. TVA has built chemical and munitions and fertilizer factories, the South's largest steam-electric plant, river terminals and beautiful parks.

As the heart of TVA, Knoxville is easily the best dam market in the world. Attracted by the largest pool of low-cost power in existence, the giant factories which have moved to Knoxville have already transformed it into a huge industrial area. The prosperity and growth in their wake have made Knoxville **FIRST IN AMERICA IN RETAIL SALES**

**KNOXVILLE TODAY LEADS EVERY CITY IN AMERICA IN BUSINESS GAINS**



TVA's 1944 production of 12 billion kilowatts of electricity is half as much electric power as all the private utilities in America produced when we entered World War I.



Eastman, United Carbon, Aluminums Co. of America, Du Pont, Reynolds Metals, Rohm & Haas—all these giant industries have Knoxville plants today to use TVA power.



Month after month Knoxville's business gains are 500% to 600% greater than national average. Over 200,000 population in Greater Knoxville today!

# KNOXVILLE

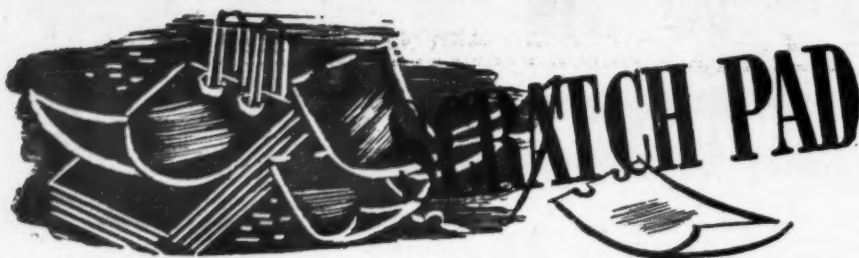
## NEWS-SENTINEL

A Scripps-Howard Newspaper



DECEMBER 1, 1944

[57]



Coming up this month: The *fourth* Christmas for America in the worst of all possible wars, with more of our young men on more fronts than in any other war in history. The best "Merry Christmas" we can wish them is a speedy return home, intact in body and mind.

Stopper by NBC: "Notes . . . playable on demand."

In *Fortune* and a string of business-papers, Westinghouse Radio Stations offered a novel circulation-statement in the headline: "World's Largest Auditorium . . . the American Living-Room!"

NIT—"Was she dressed loud?"

WIT—"The decibelle of the ball!"

In view of the paper-shortage, the Post Office might consider discontinuing those big, commemorative stamps. They take twice as much paper and, incidentally, twice as much spit.

Tessie O'Paque, no doubt hinting at Christmas, says Chanel No. 5 is still a Best Smeller.

Raoul Graumont, author of the "Encyclopedia of Knots and Fancy Rope-Work" and "Square Knot, Tatting, Fringe, and Needle-Work" might have tied it all into a single title: "Knots to You!"

I like what the colored maid said to her taut mistress: "When I sets, I sets loose." (From "Thoughts with Wings.")

Aesop's fly reminds me of a lot of huffers and puffers we all know. Sitting on the axle of a chariot, he observed: "What a dust I do raise!"

Cyrus Hamlin, founder and first president of Robert College, Istanbul, Turkey, once said: "Usually, the obstacles to a work require more time than the work itself." Jobs are always tougher in contemplation than when you tear into them, proving the wisdom of an old saying: "Today is the tomorrow you worried about yesterday."

[ 58 ]

While the philosophical mood is upon me, I want to quote Charles Evans Hughes: "A man has to live with himself, and he should see to it that he is in good company." (Reported by Prof. C. R. Johnson.)

I wanted to say awhile back that Admiral Horthy will take anything he can get, being strictly from Hungary.

Conlon Baking's Dick Dickson enters the picturesque-speech lists: "His wordsmithing was sprinkled with sparks of genius."

Filtrol Corporation's Dick Milton sends a definition you may or may not have heard: "Coordinator: A man who brings organized chaos out of regimented confusion."

Writes Roland G. E. Ullman: "Dear Harry: I have enjoyed reading your little book ('Gagged & Bound') and renewing acquaintance with some of your quips that I first heard years ago, but which still stand-up to the test of time. Therefore, I classify them as the *revival of the fittest*." You're pretty good at quipping yourself, Roland.

Bob Graham says that, in view of Van Heusen's: "Give your neck a break!", they might carry the idea a step further with: "Wear Van Heusens and be dead right!"

Byron McGill reminds me that the Heinz Pier in Atlantic City was originally built in 1887 by the Philadelphia & Reading Company, and torn in two by a hurricane in 1944, just 57 years later. Even Nature, Mac thinks, ties-in with Heinz 57 advertising.

Don't be silly, Tessie; you wouldn't go to Sears, Roebuck for your Montgomery Wardrobe.

Ray Doherty, of Portland, Oregon's, Consolidated Freightways, got a letter from his brother in the South Pacific which told about a certain cargo-plane out there known affectionately as "Gloria." Converted into an ambulance-plane, the pilot assigned to her gave her a singularly appropriate name,

which he painted on the nose: "Sick Transit Gloria."

Ray is, it seems, concerned about "the nasty, silly little commercials, sandwiched in between the regular radio features . . . the transcriptions pitched at moron-level . . . the horrible singing-commercials . . . the frenetic, 20-second blurbs of hysterical yell-copy, whose over-all pandemonium-effect is tending to cancel-out what good advertising there is in the regular programs by smelling-up the whole business."

He continues: "I don't know how it is in your part of the country, but, out here, it's getting worse. The really intelligent morons, like myself, are turning-off our radios to prevent ourselves from upchucking on the broadloom. (Say! That'd be a swell name for my country-estate: 'Upchuck-On-Broadloom'.")

Rees Davies, of Chicago's United Autographic Register Company, pastes-up a paragraph of ours in which we twit *Time* for using a plural verb with a singular subject . . . compares it with another paste-up from SM, where the caption-writer said: "Movie themes are the basis on which this line of soft dolls are styled." *Touche*, Rees!

Along with a whole portfolio of jingles, Herb Dickson sends me a copy of "The Honorable Elk," by the late Elbert Hubbard. I especially like the subhead: "The faults of our brothers we write on the sands; their virtues, on the tablets of love and memory." A single paragraph will give you a taste of the jingles:

We are proud of our  
Sailor and Soldier,  
Who perform on the land  
And the seas;  
But you cannot find men  
Who are bolder  
Than those who  
Make-up our Seabees.

In a burlesque-show ad in a London newspaper, I smiled to find the stripper billed as an "Uncover Girl."

Jack Lutz sends a clipping which tells about a woman in Chicago. A subway-train "passed over her body, but did not injure her early this morning." Jack thinks maybe she was injured on the second try later in the day.

"Invitation to a Glance," quipped *Young America*, presenting a booklet on photography.

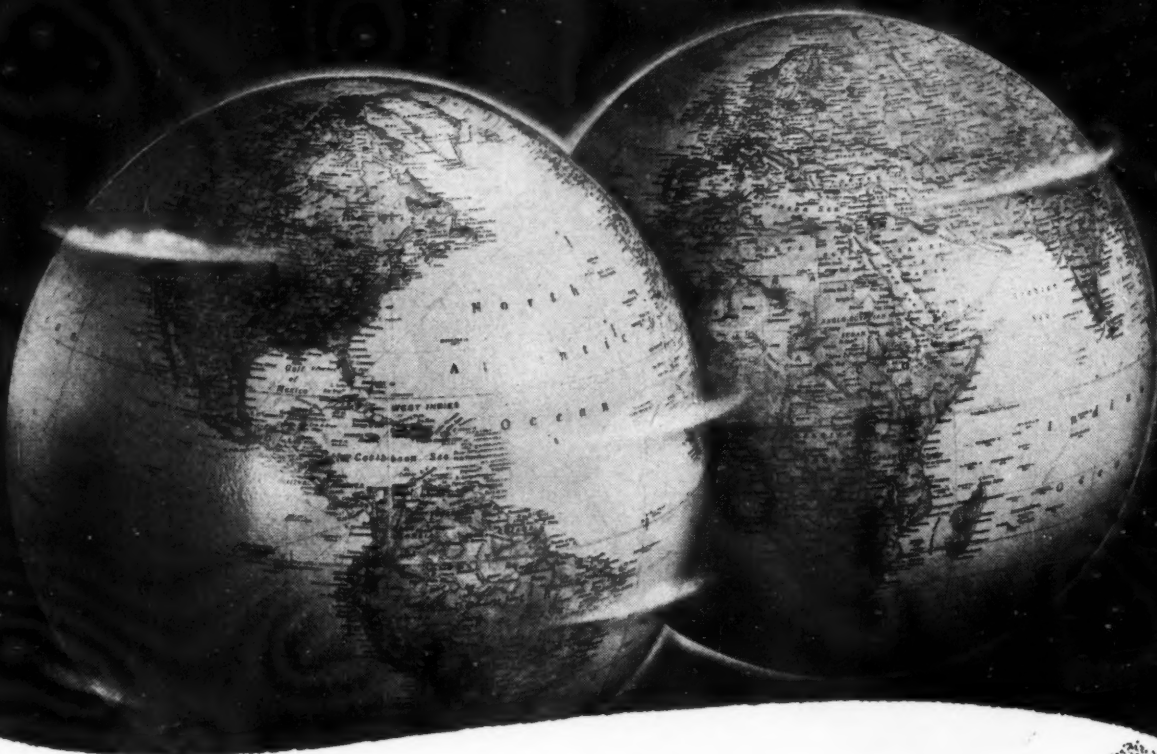
On the 4th Term, I can but quote the cigarette-slogan: "Such popularity must be deserved."

T. HARRY THOMPSON

SALES MANAGEMENT

FROM THE UNITED STATES TO ALL THE WORLD!

FROM ALL THE WORLD TO THE UNITED STATES!



## A NEW DEPARTMENT!

Recognizing the place domestic and world travel and an expanded foreign trade are to have in America's postwar economy, Scripps-Howard Newspapers have established a new department. The sole purpose of this new activity will be to effectively integrate and

implement the joint editorial and promotional efforts of our newspapers in this field; to co-ordinate our efforts with those of all who are engaged in the transportation and allied industries.



This department will be under the direction of Garth Cate, formerly Travel Promotion Manager, New York World-Telegram, and more recently with W. R. Grace & Co., the international trading and shipping concern.

## SCRIPPS-HOWARD NEWSPAPERS

NEW YORK . . . World-Telegram  
CLEVELAND . . . Press  
PITTSBURGH . . . Press  
SAN FRANCISCO . . . News  
INDIANAPOLIS . . . Times  
COLUMBUS . . . Citizen  
CINCINNATI . . . Post  
KENTUCKY . . . Post  
Covington edition, Cincinnati Post  
KNOXVILLE . . . News-Sentinel



DENVER . . . Rocky Mt. News  
BIRMINGHAM . . . Post  
MEMPHIS . . . Commercial Appeal  
WASHINGTON . . . News  
EVANSVILLE . . . Press  
HOUSTON . . . Press  
FORT WORTH . . . Press  
ALBUQUERQUE . . . Tribune  
EL PASO . . . Herald-Post

NATIONAL ADVERTISING DEPARTMENT • 230 PARK AVENUE • NEW YORK

CHICAGO SAN FRANCISCO DETROIT MEMPHIS PHILADELPHIA

DECEMBER 1, 1944

[59]



**T**HE WJBC-Area is a consistently wealthy market with an Effective Buying Income of \$320,258,000\*, a population of 324,930. This is Illinois' wealthiest farm area and produces 15% of the nation's total Hybrid Seed Corn. McLean County—the center of this wealthy market ranks first in Illinois Farm Wealth and First in the United States in corn production. Bloomington—the home of WJBC and the county seat of McLean County—has the highest Effective Per Capita Buying Income in Illinois . . . \$1,671\*. A wealthy city with 48 pre-war industries annually producing manufactured goods valued at more than \$40,000,000. A balanced market—industrial and agricultural—that is reached every day by WJBC—The Voice of Central Illinois.

# WJBC

1230 Kcs.

500 Watts

REPRESENTED NATIONALLY BY SEARS AND AYER INC.

## Readers' Service Can Furnish These Reprints

Send order with remittances, to Readers Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

*"A Self-Appraisal Test for Your Salesmen,"* by Eugene J. Bengé, Bengé Associates, Chicago. (5 cents each)

*Salesmen's Application Blank* (see sample in SM, August 15, 1944) Reprints up to 100 copies, 10 cents each; 100 and over, 8 cents each.

*"GI Joe Asks: 'Shall I Seek a Career in Selling after the War?'"* by Burton Bigelow, Burton Bigelow Organization, New York City. September 1, 1944. (5 cents each)

*"First Steps Toward Cutting Guesswork Out of Hiring Salesmen,"* by Eugene J. Bengé, Bengé Associates, Management Engineers, Chicago, February 1, 1944. (3 cents each)

*"Up-to-Date Data of New York Buying Affiliations of the Principal Department Stores."* March 1, 1944. (10 cents each)

*"So You Need a New Payment Plan for Your Post-War Sales Force?"*, by Burton Bigelow, Burton Bigelow Organization, New York City. September 1 and September 15, 1943 (5 cents each)

*"Why Big Advertisers Are Stressing the Story of Their Trade-Marks,"* by Philip Salisbury, Executive Editor, SALES MANAGEMENT, June 15, 1944. (5 cents each)

*"Are Department Stores the Right Channel for Your Post-War Products?"* by James C. Cumming, John A. Cairns & Co., New York City. November 20, 1943. (3 cents each)

*"Gagged and Bound,"* by T. Harry Thompson. Reprints of the best quips from T. Harry Thompson's Scratch Pad column in SM. 64pp. 75c per copy.

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SALES MANAGEMENT

# WNEW GROSSES \$300,000 IN JUST 18 WEEKS FOR THIS SPONSOR!

IN WNEW'S 3½ MILLION FAMILIES. ONE OUT OF EVERY HUNDRED BUYS!\*

There is no better measure of a station's sales power *than actual sales!*

In the past 18 weeks—without premiums or special programming—WNEW sold over 35,000 2-volume sets of a pictorial history to its listening audience of 3½ million families. *One out of every hundred bought nearly \$9.00 worth of books!*

Here is one of the most successful sales records in radio history! Here is a record that proves beyond question—

*WNEW has the "listener confidence" that makes people buy WNEW products . . . sight unseen!*

How can you put this sales power to work for your product?

Call or write WNEW now. We will give you the complete details of how advertisers are reaping the powers of WNEW "impact" . . . *why more people listen to WNEW than to any other non-network station in the country.*

\*This campaign is still on the air.

# WNEW

NEW YORK 22, NEW YORK

TEN THOUSAND WATTS — 1130 ON THE DIAL — ON THE AIR TWENTY-FOUR HOURS A DAY

REPRESENTED NATIONALLY BY JOHN BLAIR AND COMPANY

DECEMBER 1, 1944

[63]

# KSTP'S "Planalyzed Promotion" Draws Plus Values out of Radio

Through custom-analysis of each advertiser's local selling problems, this Minneapolis station develops merchandising ideas which help to convert into sales the demand stimulated by radio advertising, helping customers draw extra dividends from their investment.

Based on an interview by Larry Fitzmaurice with

**SAM LEVITAN**

*Sales Promotion Manager  
Radio Station KSTP*

**R**ADIO station KSTP in the Twin Cities believes it has found a solution to the problems of radio merchandising through what it calls "Planalyzed Promotion."

The term connotes the implications of KSTP's concepts in relation to the station's merchandising and promotion activities. Planalyzed Promotion is a thorough-going method of merchandising and promoting the program buyer's radio campaign through analysis of his particular sales problems in the KSTP market, one of Radio America's Big Ten. It's a plus service which costs the advertiser nothing, but which builds station good-will.

## Not a Crutch!

This streamlined merchandising adjunct isn't offered as a crutch to doddering sales campaigns. It is common knowledge that it takes time for sales advertising to catch on and become effective. Not so common, perhaps, is the knowledge that there are certain things which alert, aggressive merchandising, promotion, and publicity departments can do to hasten the "catching on" process. Since no routine endeavor can accomplish this with any degree of satisfaction, KSTP believes Planalyzed Promotion supplies in large part tools for its development.

Perhaps yours is a jobber problem; if so, Planalyzed Promotion of the time and program you buy will be stemmed specifically at your jobber prospects. If yours is a retailer enigma, then Planalyzed Promotion will direct efforts to assist in solving that phase of the merchandising problem. The problem could be within your own local sales organization; if that's it, Planalyzed Promotion develops a specific plan to help you capitalize on your KSTP program.

Planalyzed Promotion is not a panacea for sales ills—rather is it an intelligent approach to and execution

of the "plus" services radio or any other medium can provide to make advertising successful. Actually, Planalyzed Promotion is an agency within a medium which works directly with both its clients and their agencies.

"The important thing is that Planalyzed Promotion is not something we merely talk about," Mr. Levitan points out. "It is something we do every day,



One of the station's mailing pieces was a tie-up of its personable trade character, KSTPete, with an advertiser's product.

and letters in our files from nearly every major advertiser and advertising agency in this country prove that it works to their advantage and to ours."

Merchandising pieces KSTP has created are frequently bought for use elsewhere by firms for whom they were made, or they are sent around the country as examples of the type of merchandising which can be done. Planalyzed Promotion in the ultimate means exactly what the contraction implies.

KSTP's Sales Promotion Department believes that every account has a different merchandising problem. There's nothing new in this premise. What is

new is that KSTP tries a new approach to each new campaign. KSTP's experience shows that if merchandising cooperation is to be more than token cooperation it has to be individual. It must be planned for a particular advertiser, taking into consideration his market problems.

There is a personalized touch in Planalyzed Promotion. When an account comes to the station the first step Mr. Levitan and his staff take is to call a conference with local heads of the firm—the branch manager, sales manager, merchandising manager, advertising manager—to find out everything possible about their Twin Cities market sales picture. Some of the factors touched on are size of the sales staff, problems of distribution and whether the concern warehouses its own stock or handles it through jobber distribution.

If the conference reveals any particular sales problem in KSTP's market, Mr. Levitan might inquire: "At what particular point along the line do you think we can be of most help?" After the account is backgrounded Planalyzed Promotion attempts to create a merchandising plan to fit the seller's needs—one which probably wouldn't be worth a plugged nickel to any other account.

## Keep Close Contacts

Close contact with the account is maintained, as is the pace of the merchandising effort. Substantive instances include wide use of direct mail (but not in the usual direct-mail sense) to inform retailers of what's going on. Rarely, if ever, does Planalyzed Promotion use the circular type of mail-piece because experience has shown that it receives little or no attention from the recipient. Every mailing piece is created to do an individual and specific job.

Recently the manufacturer of a popular breakfast cereal went on the air over KSTP just after losing a Supreme Court decision to restrain a competitor from using the basic name of the cereal. The particular problem was to persuade the retailer to distinguish between the two cereals when the customer asked for it only by its basic name. Planalyzed Promotion mailed a genuine package of the advertiser's cereal to every retailer in the Twin Cities area. A small tag, wired to the package, carried a brief but punchy sales message.

This served the dual purpose of putting a package of the advertiser's product in the retailers' hands and at the same time telling him the story of the powerful advertising which backed up the product.



## City streets or country lanes—



## LIFE means home to the serviceman

Servicemen rate LIFE second only to a letter from home. They like its vivid photo-and-text reporting technique and the well-balanced variety of subjects which LIFE presents to its readers. Here's what a marine in the South Pacific writes to LIFE:

*"LIFE really rates around here . . . each time we get a new issue, someone is running around with a copy pointing out the familiar scenes. Yes, repeat: LIFE is a great magazine. Each issue is a cross section of America."*

And they like the outspoken way LIFE's editorials deal with international as well as home problems. A sergeant overseas with the Army Air Forces says:

*"I have come to depend on LIFE's excellent pictures and frank editorials more and more to keep me posted on happenings throughout the U.S.A. and the world."*

Many soldiers and sailors voice the opinion that LIFE offers a "wonderful go-between" for them because it not only tells the home folks what servicemen themselves can't say in letters, but, as one corporal in Burma writes:

*"In this theater of war, LIFE keeps me posted on events that would otherwise go unknown."*

LIFE receives thousands of comments like these from men in the service here and abroad—all readers of LIFE's regular edition or of the Army-specified lightweight Overseas Edition (without advertising).

This appraisal of LIFE is the more significant because it is expressed by Americans who will have an important influence on their country's future.

# LIFE

## 231 CONCERNS "SAMPLED" —for \$245

On page 39 of DUN's REVIEW for June 1944, the United States Envelope Company, Springfield 2, Mass., ran a two-column advertisement to introduce its "String Ties" (substitute for rubber bands). A free sample was offered and a coupon provided for response. Within 46 days identifiable requests were received from 231 concerns, divided as follows by type and size:

	DUN & BRADSTREET ratings:			Total
	Over \$1,000,000	\$125,000— \$1,000,000	Under \$125,000 or Not Rated	
Manufacturers .....	32	44	52	128
Wholesalers .....	8	23	20	51
Banks, Financial, Insurance, etc. . .	0	0	23*	23
Miscellaneous (including Railroads, Transportation, Communication, Utilities, Retailers, etc.) .....	5	4	20	29
TOTALS .....	45	71	115	231

\* Banks, financial, and insurance companies are not rated. Other companies "not rated" are not necessarily "smaller;" this may indicate simply that information about size is not available.

Requests came from 36 States, New York leading with 51; followed by Pennsylvania, Illinois, Ohio, California, Michigan, Massachusetts, New Jersey, etc.

This experience demonstrates the value of going to top executives on even minor items: new and important announcements are passed on to the involved departmental or functional manager.

DUN's REVIEW reaches 20,666 presidents and 35,485 other executives in the leading companies in Manufacturing (55.9%); Wholesaling (24%); Financial, Banking, and Insurance (8.2%); and Railroads, Transportation, Utilities, Retail, etc., (11.9%). Detailed breakdown, by titles, type and size of companies, available; as well as other evidence of unusual results secured by advertisers.

Report of results, courtesy E. L. Wight, advertising manager; account placed by Wm. B. Remington, Inc.

## DUN'S REVIEW

Published by DUN & BRADSTREET, INC.

290 Broadway, New York 8, N. Y.

CHICAGO CLEVELAND BOSTON LOS ANGELES SAN FRANCISCO

One of the station's mail-pieces was a tie-up of its trade character, KSTPete with the Monarch Lion of Monarch Foods. Another involved the sending of tiny milk bottles. For one client Planalyzed Promotion produced a film to tell the story of the firm's advertising to dealers. In another instance Mr. Levitan's department conducted several of the client's sales and merchandising meetings to help salesmen get the maximum out of the advertising backing they had. Planalyzed Promotion has created and conducted sales contests for sales staffs to tie in with their radio advertising.

It has not been unusual to prepare special portfolios for salesmen to take on retail calls. The salesman can sell his customers—as well as himself—on what fine merchandising support the product is receiving.

### The Composite Technique

A composite of Planalyzed Promotion is the employment of every intelligent, attention-compelling device known to selling and advertising. The singular or collective objective in planning a campaign must always be kept in sight. The pointless, superfluous and ambiguous details which deviate from that objective must be eliminated from the campaign.

Naturally, Planalyzed Promotion makes use of the various media such as newspaper space, direct mail, outdoor posters, window displays, special dealer displays, post and exhibits—and, for the most part, the media themselves are not unusual. It is the way Planalyzed Promotion makes use of them to obtain the desired results in each instance that is unusual. Planalyzed Promotion gives expression to the premise that it is designed to "do something for somebody"—not anything for anybody.

The letter files in Mr. Levitan's office are crammed with proof of the popularity of the plan. Excerpts from those of a few national manufacturers attest to the success of the "plus" service. A large soap manufacturer recently said: "At a recent district managers meeting I presented the unique advertising mailing piece which you originated and produced, as plus co-operation from your station. This group represented an average of better than 25 years of soap merchandising experience and we are pleased to advise that your piece was the highlight of the meeting."

There seems to be no question but what Planalyzed Promotion, or its merchandising equivalent—call it what you will—supplies, in part at least, the answer to many problems which beset merchandisers.

SALES MANAGEMENT

# "Constant Improvements, But No Yearly Models!"

When the frost is on the pumpkin, agency men everywhere burst blood vessels in the frantic search for new promotion themes. Where did we get the notion that live appeals automatically die at midnight on New Year's Eve? Isn't it time we got over it?

BY T. HARRY THOMPSON

*Copy Chief, Gray & Rogers  
Philadelphia*

AS we approach the first of another year . . . a year in which salesmen, sales-promotion, and advertising may be expected to do the spade-work for the period of reconversion . . . I find myself thinking of King Henry V-8, who also answers to the name of "Henry Ford."

Mr. Ford, I suspect, made considerable character for the Ford Motor Co. when he enunciated the principle of "Constant improvements, but no yearly models!" If Ford engineers should devise a better engine, an improved method of spring-suspension, or a classier hood, the customer would be given the benefit of such improvements as soon as they could be incorporated, without waiting for the January automobile shows.

I have no way of knowing whether Ford Motor will resume that policy when it starts to build cars again after the war, but I wish heartily that advertisers and advertising agencies might adopt a similar policy.

Ever since the so-called advertising "theme" invaded the precincts of national advertising, creative men have been confronted by the traditional question: "What are we going to do for the Whosis account *next* year?" The implication is that creative thinking can be put on a calendar basis; that January 1st is a time to sweep out all that has gone before, no matter how effective; that the salesmen are "tired" of the old selling-story and, from the sales manager's angle, need a new shot in the arm.

Is this sound reasoning? Is it good strategy? Or is it just a habit that has fastened itself upon a considerable segment of the entire merchandising fraternity?

When an advertising account changes hands, goes from one advertising agency to a competitor up the street, there may be an excuse for new-brooming in theme and general ap-

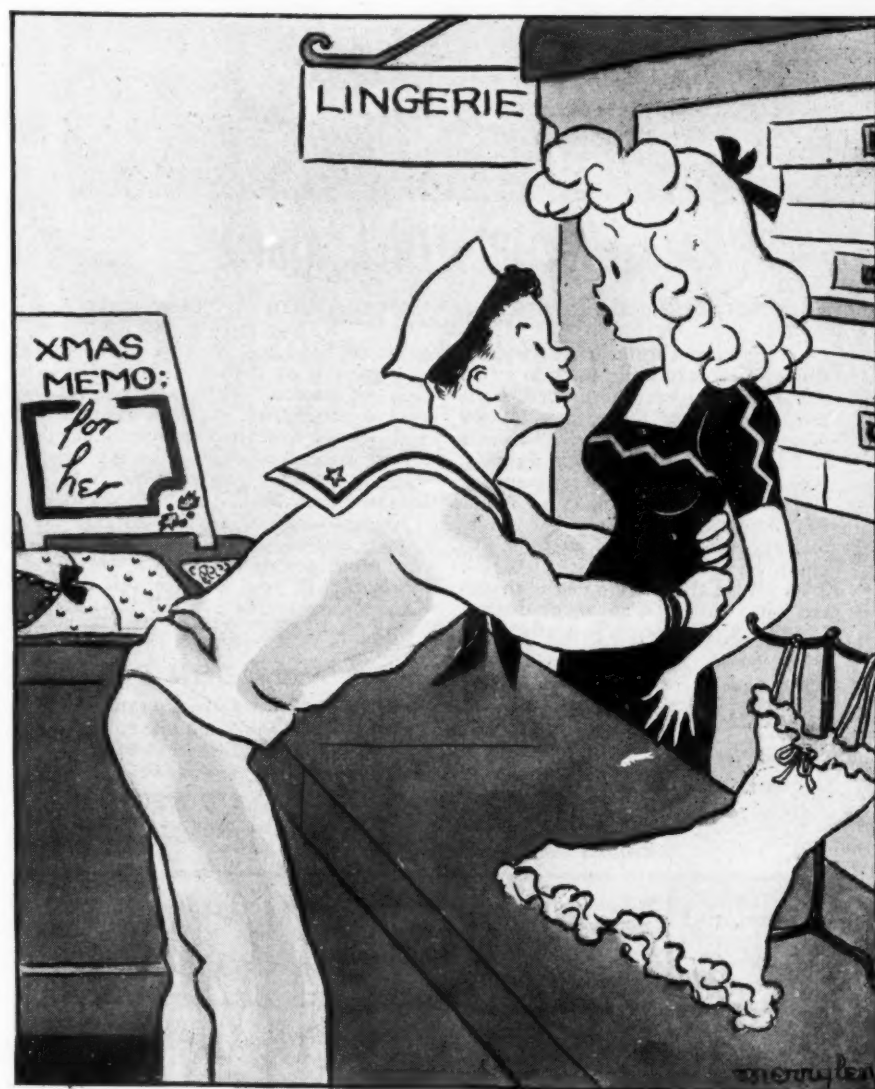
pearance of the advertisements themselves. It is supposed to show progress, or that the previous agency was slow on the up-take, or just plain dumb.

But, when the account remains in

the same shop, why all this flurry at year's end to "get something new?" Why this clamoring for a new and different theme, provided, of course, the current theme is doing a job, pulling its load? Maybe the agency is at fault, fearing the client will think said agency isn't earning its 15% commission if it does not have new ideas at least once a year.

It has been said again and again and again that selling themes (which, of course, are advertising-themes) are often discarded *before* the public has caught onto them, before the trade has gotten its teeth into them, before, in truth, the themes have had a chance to pay off, before the law of diminishing returns has set in.

Maybe it takes courage on the part of the agency to recommend a continuance of the theme or sales-idea at the end of the calendar year when schedules and appropriations are being settled for another year.



"Yep—she's just about your size!"



## Meet WHB's Dick Smith—

Director, Special Events . . . War Programs . . . Newscasts

Coming from a long line of Smiths, this one took to radio back in 1928. Since then he has announced, written or produced more than 30,000 programs—special events, newscasts and musical shows. That's figuring six-a-day for 16 years, not counting Sundays! We call him our "Miraculous Mister Smith"—and his "know how" is part of the many skills you employ when you advertise on WHB. This Smith, after serving as a "shave-tail" in World War I, graduated from the University of Iowa; then did

a bit of banking, school teaching and accounting before he landed in front of a mike. He has two sons: one, a promising south-paw on a high-school freshman football team . . . the other, co-pilot on a Flying Fortress. Dick's pride in them is equalled only by his pride in WHB—"the station-with-agency-point-of-view", where advertisers are clients who must get their money's worth in results. If you want to sell the Kansas City market, WHB is your happy medium!



### For WHB Availabilities, 'Phone DON DAVIS

KANSAS CITY — Scarritt Building — HARRISON 1161  
NEW YORK CITY — 507 Fifth Avenue — VANDERBILT 6-2550  
CHICAGO — 333 North Michigan Blvd. — CENTRAL 7980  
HOLLYWOOD — 5855 Hollywood Blvd. — HOLLYWOOD 6211

### KEY STATION for the KANSAS STATE NETWORK

Kansas City • Wichita • Salina • Great Bend • Emporia  
Missouri Kansas Kansas Kansas Kansas

HOOPER MORNING INDEX AUGUST—SEPT. MON. THRU FRI. 8-12 A. M.	Station A	Station B	Station C	Station D	WHB	Station E
	14.1	10.7	30.5	15.1	24.8	3.7
HOOPER AFTERNOON INDEX AUGUST—SEPT. MON. THRU FRI. 12-6 P. M.	Station A	Station B	Station C	Station D	WHB	Station E
	19.0	5.3	20.0	27.8	23.7	3.3

When I was a boy, long before Zenith and Acousticon, there was a gadget known as the Morley Ear-Phone. Month after month and year after year, a little two- to three-inch ad would run, with never a thought of changing the headline: "Don't shout—I hear you!" It must have paid off, or someone would have insisted on a change some January 1st. Where the Morley Ear-Phone is today, I have no notion. Maybe its promoters made their pile and went fishing.

A modern advertiser who seems inclined to stick with his theme, regardless of the calendar, is the maker of Hastings Piston Rings. The picture changes, the copy changes, but the basic theme remains: "Tough, but oh so gentle." Gem Blades have stuck with "5-O'Clock Shadow" . . . changing the physical treatment from time to time, but never varying the underlying theme.

### Why Postpone New Ideas?

But for every Morley, every Hastings, every Gem Blade, there are a hundred other national advertisers who begin to get ants in their pants every October, wondering what tack the advertising should take "next year."

I am not prepared to say that clients and their agencies should ride a tired horse to the soap factory, but I do say that new and better advertising ideas should be added as soon as they are conceived, tested, and found effective. And it doesn't matter whether that is January 1st . . . or tomorrow afternoon around 4:30.

Who, after all, can say that the themal approach to sales and advertising is the only sound one? As far as I can remember, Campbell Soup never had a theme, as such, in the whole of its successful career. As near as they ever came to themal advertising was the "One hot dish with every meal," in order to sell soup in Summertime. And, oh yes, Campbell had a theme for its chicken-noodle soup: "Just as sure as you like chicken, you'll like Campbell's Chicken Noodle." At other times, they just told people what fine ingredients go into the canned soups, showed steaming plates of soup in natural color, and made you hungry as a refugee.

January 1st is a time for ringing bells, blowing whistles, and paying fancy prices for drinks in the night-spots . . . not a time when you do your first serious thinking since the same time a year ago. And, finally, when you do get a sales-theme that clicks with trade, consumer, and your own book-keeping department, stay with it till it snows in Bermuda.



"And then there were none..."



The current shows how...  
 Ex-TANES  
 FOR THE AIR FORCE

The lesson of the un-numbered dead...

He missed his train by 1/10,000 of an inch

He missed his train by 1/10,000 of an inch

## What makes an Advertisement attractive to Readers?

Whatever it is, advertisements by McCann-Erickson seem to have it in a marked degree. For they consistently show high observation and readership figures—frequently leading their fields.

Into their making go two elements. Creative imagination of a high order. And the basic principles discovered through the McCann-Erickson *Continuing Study of Reader Interest*. This *Study* now covers a detailed analysis of the personal reactions of more than 1,000,000 men and women to over 50,000 magazine

and newspaper advertisements.

Our copywriters and artists find this *Study* a most helpful guide. For it steers them away from hidden pit-falls, and lets them direct their creative work along the most fruitful courses.

By thus replacing guess-work and 'hunches,' the McCann-Erickson *Continuing Study of Reader Interest* makes for the consistent production of highly effective advertisements. To learn how it might benefit you, call on any of our offices.

**McCANN-ERICKSON** ADVERTISING

New York • Boston • Cleveland • Detroit • Minneapolis • San Francisco  
 Chicago • Los Angeles • Portland • Hollywood • Toronto • Montreal • London  
 Buenos Aires • Rio de Janeiro • São Paulo • Havana, Cuba • San Juan, P.R.

DECEMBER 1, 1944

[ 73 ]



**...you get TWO for the price of ONE!**

**A:** Long Beach, with more than 200,000 "Effective Buyers," has the highest per capita income of all American cities of 100,000 population—\$2,381!\*

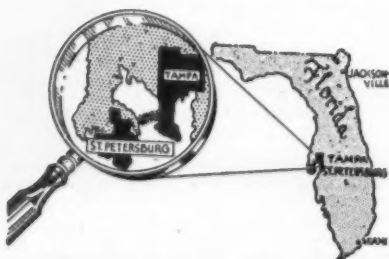
**B:** Los Angeles, with 1,800,000 population, has the highest per capita income of all American cities of over a million—\$1,786!\*

**KGER** gives you intensive coverage of both Long Beach and Los Angeles at low rates. Other advertisers have testified to KGER's greater effectiveness-per-advertising dollar. Why not test it?



Represented Nationally by Spot Sales, Inc., New York  
—Chicago—San Francisco—Los Angeles  
\*From Sales Management Survey of Buying Power, reprinted by permission.

## The Mystery of the Missing 40%



If your sales manager wonders why he isn't getting full value for the rich Tampa-St. Petersburg market, maybe it's because your advertising schedule does not include St. Petersburg newspapers. St. Petersburg represents 40% of the income and retail sales of the Tampa-St. Petersburg market. Yet no Tampa newspaper has as much as 300 average daily circulation in St. Petersburg. Work both sides of Tampa Bay. Use St. Petersburg newspapers, too.

### ST. PETERSBURG NEWSPAPER SERVICE

St. Petersburg Times—Evening Independent

Represented nationally by  
**THEIS & SIMPSON COMPANY, INC.**

In Florida by V. J. Obenauer, Jr., Jacksonville

[74]

## Coming Your Way

**.....hush-hush clocks,** timepieces with a virtually soundless mechanism, are expected to be on the market in the near future. These new Ingersoll clocks, produced by The United States Time Corp., have the "Timex heart," a technical wartime development resulting from research devoted to the development and mass manufacture of precision instruments for our Armed Forces. Besides being a boon for folks who are allergic to noisily ticking clocks, they are said to be dependable to a degree never believed possible in pre-war days—tested to 99.93% accuracy. The exterior cases will appear in designs that are in keeping with the new and modern times to come.



Wigs of Nylon look like human hair.

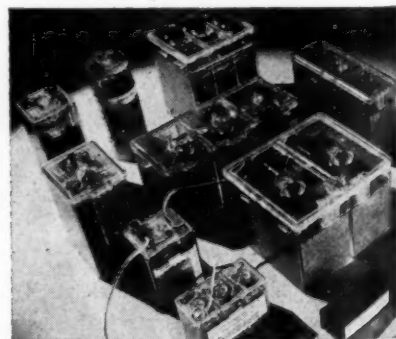
**.....nylon wigs** may replace those made of natural hair—especially for theatrical and motion picture purposes. Wigs made of this coal-air-and-water synthetic are sleek and soft, the strands being finished and dyed to look like human hair. Most of the mannequin wigs, after the war, are expected to be made of this material. The Du Pont Co. gives credit to Emil Corsillo, of Hollywood, for originating and designing such wigs before nylon was withdrawn from the market.

**.....flotofoam** is a combination of synthetic plastic materials which have been foamed together and solidified. It weighs only one-seventh as much as cork and has been developed and is being manufactured for important war uses by United States Rubber Co. Important post-war uses foreseen for it include insulation for trains, airplanes, automobiles and homes. Because it contains so much air space, it has good insulation and sound-deadening properties in comparison with its weight. Although it has great buoyancy, it is semi-rigid. Flotofoam weighs less than a pound and a half a cubic foot and

can be made to weigh as little as three-quarters of a pound per cubic foot.

**....."day-nite" rail coach** has been designed by the Pullman-Standard Car Mfg. Co. to give overnight coach travelers *chaise longue* sleeping comfort. The third new type car announced by the company for post-war travel, it embodies improvements in luggage handling, washroom facilities and controlled lighting which will provide the budget-minded passenger with many of the comforts and conveniences of first class travel. Seats will have an extra degree of recline. At night the passenger obtains a full-length sleeping surface by pulling down from the back of the seat ahead a large upholstered leg rest. Window draperies in Pullman Standard's "Day-Nite" coach do double duty by being converted at night into curtains separating each pair of seats. Hung on hinged rods, they are swung out and snapped to the back of the seat, giving each passenger a semi-private compartment.

**.....wool shrinkage control** is on the post-war horizon now that American Cyanamid Co. has developed and is manufacturing "Lanaset." This new product which already has been used by the U. S. Army, controls the shrinkage of wool whether it be in clothing or in blankets. Treated with Lanaset, which is incorporated directly into the wool fibers, they hold their shapes, are more readily washable and retain their original texture and appearance.



Transparent plastic cases for batteries

**.....batteries with plastic cases** may soon be a familiar sight in the market. Willard Storage Battery Co. is already producing batteries with cases molded of Styron (Dow polystyrene). This thermoplastic has good insulating qualities, high dielectric strength, arc-resistance and low water absorption. Intricate moldings of Styron hold their original size, shape, and strength under tough working conditions.

SALES MANAGEMENT

There's a time and place for everything.

And it's no time to sell superchargers to a sailor when he's making time with a wench on a bench.

Do you use this ABC logic in your selling?

If you do, the chances are you use outdoor advertising. For billboards meet prospects on the move in the mood to buy. No other media gives you such a splendid chance to time your messages to the time of sale.

It's your bet whether you're selling mayonnaise or motor cars.

Take Boston for instance. 91.7% of the retail sales are made where Donnelly boards are seen. This rich market—and New England—is yours when you go outdoors *The Donnelly Way*. TAB audits your space.

So remember, if you want to move merchandise, meet your prospect on the move in Boston. John Donnelly & Sons, Boston 19.

**In Boston...it works!**



**Donnelly Adv.**

## Direct Route TO CHEMICAL BUYERS

From the basic seven raw materials—salt, sulphur, components of the atmosphere, water, limestone, petroleum, coal—chemical engineers have produced an infinite number of secondary products.

In very recent years a number of tertiary products have appeared. These represent but the first few steps by the chemical process industries into a vast domain of limitless wealth. Postwar, these new products will create markets, jobs, a general economic advancement.

CHEM & MET is read by the men who plan these products and by the men who manage these industries. CHEM & MET is the most direct and effective route to buyers in the chemical processing field.

**CHEMICAL**  
*& Metallurgical*  
**ENGINEERING**  
A MCGRAW-HILL PUBLICATION  
330 West 42nd Street New York 18, N. Y.



We asked leading shoe retailers about their postwar plans. 47.3% of them said YES when asked if they expected changes in supply sources after the war.

Which means that it is becoming increasingly important for manufacturers and suppliers to keep sending their "trouble shooting" salesmen out to maintain good will — and to back up short-handed sales forces with consistent advertising in *Boot and Shoe Recorder*, the magazine where much good will is born — and held.



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## A.N.A. Sees Peril for All Brands In Compulsory Grade Labeling

Last week's annual meeting of the Association of National Advertisers revealed industry's common opposition to compulsory grade labeling.\* Other presentations dealt with the backlog of buying power and the kind of post-war competition business must meet.

**T**HE long range future of brand names for American manufacturers and consumers depends, to a vast degree, on industry's ability to do a really adequate job of descriptive labeling. Stuart Peabody, advertising director, The Borden Co., told the "Brand Names" session of the annual meeting of the Association of National Advertisers held recently in New York City.

Mr. Peabody stressed the fact—and backed it up with the results of surveys—that the public is confused and misinformed on grade labeling. He used as an illustration a questionnaire which had been sent to a wide group of housewives by the Grocery Manufacturers of America. Eight of the questions comprised the characteristics which the Government uses in arriving at grades for various products. The other eight were not present in grade labeling codes.

Here are two of the questions asked: "Which 4 or 5 of the following characteristics do you think are important in describing food?" "Which are you most interested in when buying food?" In studying the returns, G.M.A. had to go down to sixth place to find the first of the grade labeling characteristics, and that scored only 36%. The top non-grade labeling characteristic—nutritive value—was specified by 72%.

Mr. Peabody stated, "In other words, in a great percentage of cases, the average housewife doesn't know what grade labeling means. She thinks it covers flavor—but it can't adequately. She thinks it covers texture and tenderness, but it doesn't. She thinks it involves nutritive value, which many in our industry develop at great pains all the way from preparation of the soil for the crop through cultivation, to picking and harvesting, at just the right time. No system of grade labeling has ever been devised which can accurately do that."

What the American housewife really wants, asserted Mr. Peabody, is a label which will tell her what she needs to know and *what she has a right to know*

\* For a three-way controversy on grade labeling, see pages 23, 24, and 25, in this issue.



Charles C. Carr, director of public relations and advertising manager of the Aluminum Company of America, has been elected chairman of the board, A. N. A.

about the product she is buying. That is what processors are going to have to give her, Mr. Peabody insists, if grade labeling is to be averted. He believes that the housewife wants—first and foremost—quality food and that grade labeling with flat pricing, would clamp down a ceiling on quality.

In a keynote address at the same session, George L. Russel, Jr., said: "Fasten compulsory grade labeling on industry and soon, in place of brand-name merchandising you will have: first-class, second-class and third-class manufacturers. Next, first-class, second- and third-class retailers. And finally, you as consumers will be labeled first-class, second-class and third-class."

Mr. Russel cited results of such an economy in Europe—"the place from which our collective economy theorists have imported their ideas." He pointed out that collectivism had an "averaging down" effect upon the individual, which first graded him and then degraded him.

At a following session of this 35th annual meeting of A.N.A., Thomas L. Lane, director of Advertising, press and radio for the War Finance Division of the Treasury Department, stated that the ownership of War Bonds has

SALES MANAGEMENT

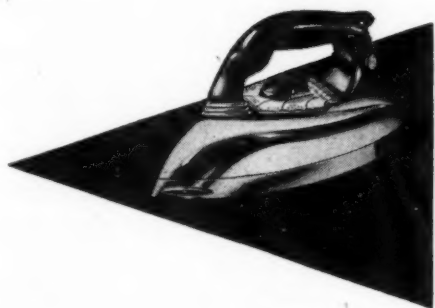


*"It might blow up any minute, sir"*

*Wired for electricity!* Those were dangerous words in the Nineties. Newspapers reported dozens of domestic catastrophes caused by loose-strung wires and unpredictable electric gadgets. The public was wary of volts, watts and amperes.

But if many were fearful, there were some who dared. By 1893, the Columbian Exposition was showing electric irons, ovens, frying pans, percolators, toasters and water-heaters. Electricity was here to stay.

The readers of *HOUSE & GARDEN* have always bought *new* things *first*. Electric irons in the Nineties—television, air-conditioning and deep-freezing today. Tell this "entering-wedge" market about *your* product. Sell your *first* customer *first* through the pages of *HOUSE & GARDEN*.



*Sell America's entering-wedge market with*

## House & Garden

The first electrical appliance to make its debut was the iron in 1890. A complete electric stove was ready for the public by 1909... proving how quickly a market develops when the leaders have paved the way. Millions of customers follow in the path of America's pace-makers who are readers of *HOUSE & GARDEN*.

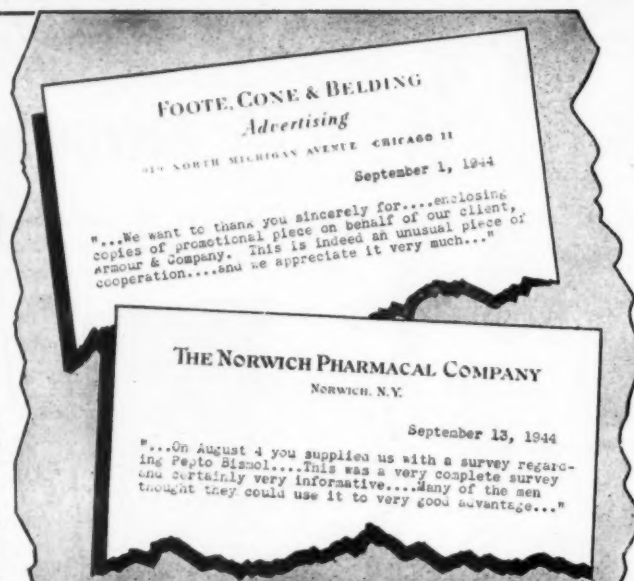
THE CONDÉ NAST PUBLICATIONS INC., 420 LEXINGTON AVENUE, NEW YORK 17

## LETTERS AN EDITOR LIKES TO RECEIVE

Circulation and advertising leadership, as offered by the Gazette, are of even greater value to an advertiser when supplemented by intelligent merchandising cooperation.

Letters like these (two picked from many received)—show us that advertisers and agencies appreciate helpful, sensible merchandising assistance in this field. Tell us how we can be of assistance to you.

**SCHENECTADY  
GAZETTE**  
REYNOLDS-FITZGERALD, INC., National Representatives



## ONE DEPARTMENT STORE

IN *Cincinnati*

Broadcasts **30** Programs  
Per Week Over

# WSAI

*This is Just One of 4 Leading Department  
store clients scheduling top programs on WSAI.*

Paul H. Raymer Co.  
Representatives

[80]

given millions of people a new sense of security and confidence which will make possible the greater spending of current income. The bonds which people will hold until maturity, he pointed out, will constitute the greatest backlog of purchasing power in history. His opinion is that most people look upon their War Bonds as long-term capital investments rather than as something to be spent immediately after the war for consumer goods.

Mr. Lane announced that up to the first of this November approximately 85 million people had bought about 700 million individual "E" bonds.

### Post-War Business Climate

In the session which dealt with the post-war business climate, Willard S. French, president, Brooke, Smith, French & Dorrance, Inc., compared the experiences of American industry during the years following World War I to the background with which we probably shall be dealing after the present war. Probable national income, wider spreading of wealth among more and more people, along with changes in the geography of retail buying power and pressure for lower distribution costs, are some of the elements which, according to a study made by Mr. French's agency's Research Department, will affect this competitive struggle post-war.

In painting the kinds of opportunities ahead, Mr. French said: "It is reasonable to believe that early in the post-war period we shall be engaged in the toughest fight in the history of business for the greatest stakes in the history of business."

At the business and election session Paul B. West was reelected president of the Association of National Advertisers, and Charles C. Carr, advertising manager, Aluminum Company of America, was elected chairman of the board. J. P. Miller, Pet Milk Sales Corp., and Paul S. Ellison, Sylvania Electric Products, Inc., were elected vice-chairmen. The following were elected directors: Hugh Hitchcock of Packard Motor Car Co., D. B. Stetler of Standard Brands, Inc., Robert B. Brown of Bristol-Meyers, Ralph Winslow of Libby-Owens-Ford Glass Co., William Connolly of S. C. Johnson & Son, D. H. O'Dell, General Motors Corp., and W. B. Potter of Eastman Kodak Co.

**"EXPENSE-CHECK COSTS" NOW CUT 35% to 50%!**—this amazing way. No "horse-and-buggy" expense checks—use *Travelletter*. Fifty years in use—all types of companies. 1 man to 1000. Safe, quick, certain; saves 35% to 50%; no handling, postage, phone calls, wires, lost orders. New postwar "Plant Coverage Plan," only \$1 per man. Write for application blank, complete information. *Travelletter* Corporation, Dept. X, 342 Madison Ave., New York 17, N.Y. **TRAVELETT**

SALES MANAGEMENT

# It's **HIGH TIME** *this question was openly discussed*



The fact that the circulation of the Women's Groups—13,100,000—is virtually equal to the circulation of the Women's Service Magazines—13,600,000—is important, but it is far less important than the manner in which both were obtained.

The growth of the Women's Groups is a phenomenon of a decade or more, made the more remarkable because it has been based almost entirely, and certainly unprecedentedly, upon voluntary purchases at the newsstands.

Women's Groups have earned this immense circulation because they satisfy a definite modern reader need and demand.

## Let's look at the record...

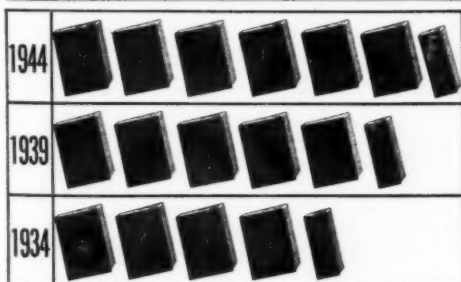
Ten years ago young housewives and the wage-earner groups were beginning to realize that the Women's Groups contained editorial matter of real interest to them. Nobody asked them to subscribe. They sought out their favorite magazine—and bought it. Sales grew. The Groups, matured and seasoned, increased fifty per cent by 1939. And, in the first six months of 1944, their circulation virtually equalled that of the Women's Service Magazines. This great new market, created by the selective process of reader preference, has assumed a position of importance that cannot be easily disregarded in advertising considerations.

*William M. Lutton*

PRESIDENT, IDEAL PUBLISHING CORP.

### CIRCULATION GROWTH 1934 - 1944

[one book represents  
2 millions circulation]



WOMEN'S SERVICE MAGAZINES

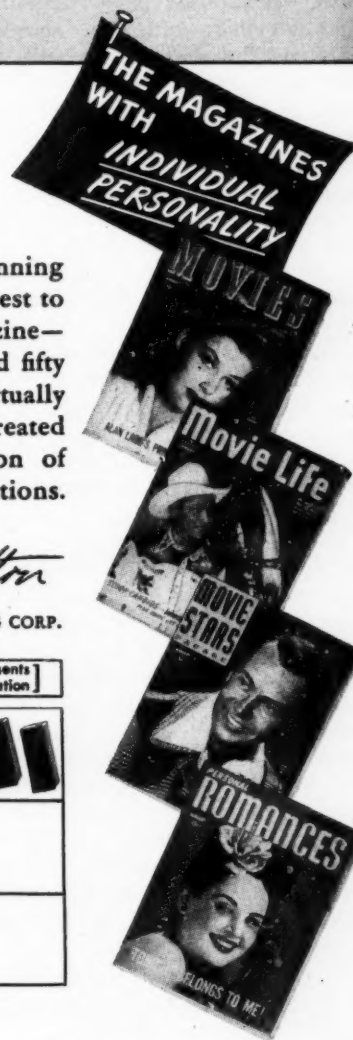


WOMEN'S GROUPS

## THE IDEAL WOMEN'S GROUP

• THE PAY-ENVELOPE CLASS MAGAZINES

**NEW YORK** . . . . Ideal Publishing Corp. **CHICAGO** . . . . Ideal Publishing Corp. **LOS ANGELES** Don Harway & Company **HOLLYWOOD** . . . . Ideal Publishing Corp.  
295 Madison Ave., N. Y. 17, N. Y., MU 3-8191 360 N. Mich. Ave., Chi. 1, Ill., State 5582 816 W. 5th St., Los Ang. 13, Cal., Mutual 8512 6253 H'wd. Blvd. H'wd. 28, Cal., Hillside 7364



# 1939, Last "Normal" Year, Chosen As Base for High-Spot Cities Index

**T**HE High Spot Cities feature is omitted from this issue because a change in the method of computing the city index figures will be made effective with the January 1 issue.

Under the old basis, the estimates for the closing month of 1944 were completed in the November 1 issue. The new system described in the following paragraphs will be used in computing estimates for the month of January and following months.

High Spot Cities has been a consistently interesting and valuable feature in SALES MANAGEMENT's first-of-the-month issues since May 1, 1940.

Its parent was the Survey of Buying Power, established in 1929, which—then and now—is the only source for Effective Buying Income and retail sales estimates by states, counties and cities. Manufacturers, service organizations, advertising agencies, media sellers, government and quasi-governmental agencies numbered in the thousands use these annual estimates in their planning work, especially in the setting of sales quotas and in the appropriation and allocation of advertising funds.

From these users of the annual figures came demands for two types of data then unobtainable: (1) a continuing month-by-month index of sales in the leading city markets, and (2) estimates of what is *coming*, instead of what has happened.

SALES MANAGEMENT met those demands with High Spot Cities, consisting first of index figures only which compared the estimated level of retail sales in the month 60 days ahead with the same month of the preceding year. This service was amplified, effective with the issue of January 1, 1942, by the addition of an estimate of the dollars and cents volume. With the issue of December 1, 1942, this dollar figure was modified to add the value of retail services (service industries, hotels, amusements) to the total of sales made through regular retail channels.

## As War Production Drops

Ever since 1940 there has been an expanding war economy, and most cities have maintained a level well ahead of their year-ago volume. Now, with the first slight lessening of war production, and the expected big de-

cline when the European phase of the war ends, most of our industrial cities will show a decided drop from 12 months ago.

There are two reasons why SALES MANAGEMENT's Research Department feels that it would be unwise to continue with index figures which for most cities would show a figure under 100 for the 1945 months—a major reason and a minor reason.

## Two Reasons for the Change

The major reason is that the war boom has been artificial and temporary, and for the post-war period even the most optimistic will admit that there will be a drop in both production and in sales volume in many war centers. Yet these centers, despite a big drop from the 1942-44 level, may continue well above the figures for previous normal peacetime years. Therefore the comparison should be with a normal year.

The minor reason was well brought out by subscriber Jay A. Gove, Metro-Goldwyn-Mayer, as long ago as last June, when he suggested that a change be made in the base. He advanced this reason:

"Because I use your forecasts for informing sales, district and branch managers regarding the business prospects in their respective territories, the age-old horror of permitting anything to fall below 100 is ever-present. We sell today for the future at prices predicated upon what we can convince the customer will be the state of the retail market at the time the product is offered to the public. . . .

"Because we are dependent upon mass spending, it is fair to inquire whether our rentals have kept pace with the general uptrend which any individual city may show over a reasonable period of time, but when ratings drop below 100 we may be creating a false impression of the actual possibilities if the comparison is with a month of a previous year when local business had established an all-time high. . . . A rating based upon a more nearly normal comparative would also have the advantage of measuring the trend over long periods."

As the result of independent research and checking with governmental and private experts, SALES MANAGEMENT has reached the conclusion that the year 1939 is the best possible base

with which to compare estimated 1945 volume. 1939 was the last completely non-war year, and it was the year covered by the latest official Government Census of population, retail sales, retail services, and manufactures. Consequently, that year is preferable to an average of the years 1935 through 1939, for no sales data is available for several of them.

Consequently, the first January issue will show for the approximately 200 cities for which estimates have been published in the past:

1. *City Index*: Ratio of expected retail sales and services January volume for the same 1939 month. January, 1939, will be the base, 100. A figure of 229, for example, would mean an expected increase of 129% over the 1939 month. Similar comparisons will be made in succeeding months.

2. *City-National Index*: The Nation's index figure of the month (January 1945 over January 1939) will be used as the base. This index figure divided into the city index will give the city-national index, or the degree of variation each city shows from the national average. Cities with index figures above 100 are those which are doing better than the Nation as a whole.

3. *Dollar Volume*: This, as has been true during published High Spot City figures 1943-1944, will be the estimated volume in millions of dollars for retail sales and services for the month of January.

## How Estimates Are Prepared

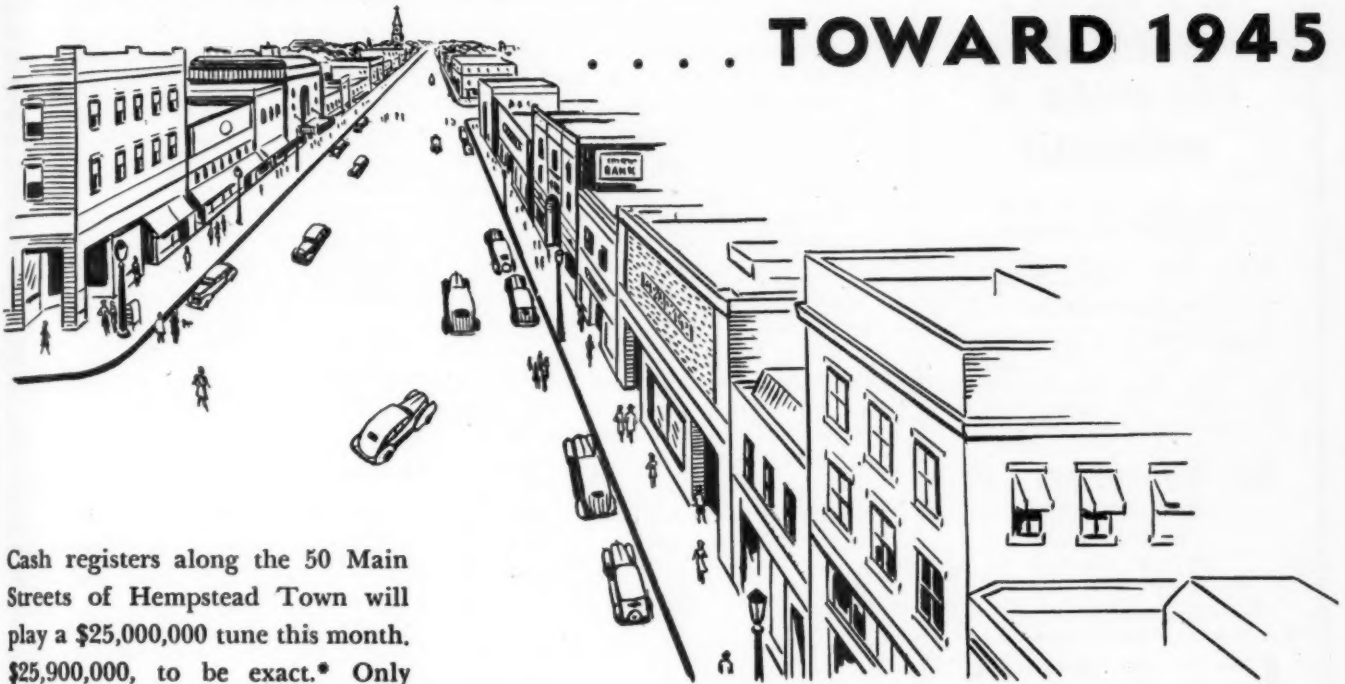
Relatively little data of an accurate, unbiased and of a comparable nature is available about the month-by-month changes in business conditions in the leading cities of the country. With one exception, what is available for business as a whole is issued months after the fact. Business men are interested in what *has* happened, but that interest would hardly exist at all if they knew what is *going to happen*. While no one has the prescience to make completely accurate predictions of the future, our Research Department has demonstrated its ability to forecast a month or so ahead with an error of less than 1% for the national figure, and about 90% of the individual cities are within plus or minus 5%.

This is made possible by the skillful

SALES MANAGEMENT

# Looking Down The 50 Main Streets of Hempstead Town

..... TOWARD 1945



Cash registers along the 50 Main Streets of Hempstead Town will play a \$25,000,000 tune this month. \$25,900,000, to be exact.\* Only three cities in New York State will better that record.

Christmas buying will account for this all-year high in retail spending. But ordinary personal and household needs will still add up to lend-lease figures. The monthly average of retail sales and services for the last four months of this year will be \$23,005,000, with a 1944 total of well over \$200,000,000 clearly indicated.

Hempstead Town's prosperity is not tied up with war industries. Current income and retail sales mark a new high in our steadily growing economy. That's why the

1945 perspective is reassuring to Hempstead Towners . . . cogently inviting to manufacturers looking for gilt-edge investments for their advertising dollars.

And the Nassau Daily Review-Star, pioneer daily of Hempstead Town, and a prime factor in the development of the market, looks ahead with all-time circulation and advertising highs to its credit. Circulation reached its greatest peak in 1944 . . . showed a gain of 3,350 for the twelve months ending with November 1st. Advertising for the first 10 months of 1944, excluding legal, totaled 3,745,368 lines . . .

an increase of 540,416 lines over the same period of 1943.

People out here believe in the Nassau Daily Review-Star because it is edited in the best newspaper tradition to meet the news needs of the 50 or more towns and villages of Hempstead Town. It is a daily "must" for 100,000 people in more than 36,000 families . . . and the trend is upward. No other newspaper equals the Nassau Daily Review-Star's 92% concentration of circulation in this market.

**Nassau Daily Review-Star**

Published daily except Sunday—4c a copy

**HEMPSTEAD TOWN, LONG ISLAND, N. Y.**

Executive Offices: ROCKVILLE CENTRE, N. Y.

National Representatives: BOGNER & MARTIN, New York, Chicago

\*SALES MANAGEMENT'S High Spot Cities, November 1 issue.



**Another  
Postwar Plus:**

## U. S. RUBBER'S WAR PLANT WILL REMAIN IN WOONSOCKET

The Plus City in Busy  
Industrial New England

They are now making  
civilian footwear as well  
as war goods.

That means more postwar jobs for  
our readers, and greater sales for  
advertisers in

### The Woonsocket Call

RHODE ISLAND

101,066 Trading Area

97% City Coverage

75% Trading Area Coverage

Representatives:

Gilman, Nicoll & Ruthman

No Current Rationing  
On National Advertising.

use of the one measurement of local business conditions which is available for all leading cities and which is ready within 10 days after the close of each month. That yardstick is bank debits—the charges against individual accounts. Most leading banks are members of the Federal Reserve System, and they report their debits promptly to their regional bank, and the regional banks pass them on without delay to Washington headquarters.

Bank debits reflect with reasonable accuracy business conditions in a city. If factories take on more workers, this is reflected at once in bank withdrawals to pay those workers. Purchases in the retail stores, even when made by cash, are quickly reflected in the checks drawn by individuals and corporations. Economists are agreed that bank debits are an accurate mirror of well over 90% of all business transactions.

SALES MANAGEMENT has studied, over a period of many years, the correlation between seasonably adjusted bank debits and retail sales. Detailed studies made of the relationship in those Census years of 1929, 1933, 1935, 1937, and 1939 give the pattern for each city—so that if there is a 30% increase in bank debits, we can tell, with reasonable accuracy, what this means in terms of retail sales.

The bank debits totals for each city are plotted on separate logarithmic sheets, and we have found it possible to project the 12-month moving totals ahead. During the past two years, these projections have been made for 60 days into the future, but to insure greater accuracy during the period of readjustment and reconversion, we shall, during 1945, project for 30 days only. These charts for individual cities undergo frequent adjustments, as new and additional information is obtained about individual cities.

Factors which are used for checking and possible readjustments are tax receipts, sales of independent stores as compiled by the Department of Commerce, department-stores sales as gathered by the Federal Reserve Board, employment figures as compiled by the Bureau of Labor Statistics.

### Special Advance Service

For those subscribers who wish to receive High Spot Cities in advance of publication, SALES MANAGEMENT supplies a mimeographed list giving index figures and retail sales and service volume for the approximately 200 cities. This service goes into the mails first-class approximately 15 days before the publication date. The price is \$1.00 per year.

WHO'S THAT—  
AN EFFICIENCY EXPERT?

NOPE! JOE'S NEW  
SECRETARY RUSHING OUT  
THE CONTRACTS TO THE  
SCHENECTADY UNION-STAR  
SINCE HE HEARD ABOUT  
ITS TEN-YEAR LEADERSHIP  
IN CITY ZONE  
CIRCULATION



### SALES EXECUTIVES

We will soon need several men for important field work. A working knowledge of bottling plant operations is needed. Experience in sales work such as organizing and carrying on promotion campaigns and directing sales work of others is necessary. The positions to be filled require high grade material. If you are interested in being considered, give such information about yourself as you wish. Our business is old and well known. Send answers to: Box 2035, Sales Management, 386 Fourth Ave., New York, N. Y.



### "MEET YOUR CONTRACTOR- BUILDER CUSTOMER"—

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking is about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.

### PRACTICAL BUILDER

59 East Van Buren

Chicago 5

SALES MANAGEMENT

# 1. The Case for Descriptive Labeling

(Continued from page 23)

the following information:

1. The name of the product.
2. The key ingredients.
3. The net contents.
4. The name and address of the manufacturer or the distributor.
5. A statement describing the product.
6. Statements on how to use it.

Items 1 to 4 are already required by law; they need no further regulations or law to make them effective. Item 5, the statement describing the product, is something beyond the requirement of law and is within the discretion of the labeler, as is item 6.

To get to the meat of the case—the guidance and protection of consumers in satisfying their requirements of personal gratification—is the main object of the label on consumer goods, particularly processed goods, beyond the already existing legal requirements. And there are two schools of thought on how the public can best be protected and guided in this matter. One school of thought says that descriptive labeling is the best and most adequately suited to the purpose. The other school of thought says grade labeling is the way to do the job.

## A Definition of Terms

What is descriptive labeling?

Descriptive labeling has been in vogue and in practice, in the case of processed foods, in this country for several decades. To describe is to enumerate essential qualities. So descriptive labeling is the enumeration, one by one, of the essential qualities of the product purchased. Some elements of descriptive labeling are:

1. A truthful picture of the product.
2. A statement of the size, maturity, color, variety, style of pack, packing medium, seasoning, spices, and so forth.
3. The number of servings.
4. An unpuffed description of the raw material and the method of processing.
5. The brand name.
6. A statement on how to use the product.
7. The manufacturer's statement of individual grade.

It is believed by the industry that this method of descriptive labeling effectively guides and protects consumers in purchasing personal gratification and in getting their money's worth.

There are some departments of the Government, however, that believe another type of labeling is necessary for the protection of the public. It is called grade labeling.

Now, what is grade labeling?

"Grade labeling" is based on the establishment of quality grades, to be represented on the label by a single symbol. How are these grades arrived at? We will take first the actual method used in government grading and grade labeling of canned goods, which is such a controversial issue at this time. The first step of grade labeling under this system is to select the various characteristics of the product which are considered important, and then to assign to each of these characteristics a certain point value, for ease of calculation.

## How Grade Labeling Works

To illustrate, we will take canned peas. Let us say that par for the course on canned peas is 100, made up as follows: For uniformity of color, 15 points; for absence of defects, 30; for maturity, 45; and for clearness of liquor, 10.

The Government grader comes around and selects samples out of the lot for the determination of the grade. He cuts certain cans selected at random and then scores each can on the basis of par for the course on the items just mentioned. If the color isn't exactly right, he might give it 12 instead of 15; and if there are some defects, instead of grading it 30, he might make it 25; and the maturity will be, not 45, but 35 or something else; and so on, for clearness of liquor. And finally, at the end of his score or tally sheet he adds up the points assigned to the can and comes out with something less than 100—unless the can is an absolutely perfect can.

Then an arbitrary marking system is assigned to determine the grade. For example, 90 to 100 might be marked A, 75 to 90 might be B, and 60 to 75 might be C—and less than 60 would be substandard. Then the grade so determined would be placed on the label. That is a description of grade labeling as against descriptive labeling.

In comparing the two methods from the public's point of view, my belief is that descriptive labeling as it is now practiced is by far the best thing for the public. Why? Because:

1. Descriptive labeling states each characteristic separately. Grade labeling fuses selected characteristics into an over-all combination of quality.
2. Descriptive labeling particularizes, and grade labeling generalizes.
3. Descriptive labeling permits each purchaser free selection of character-

istics that suit her own wants—whereas in grade labeling the individual purchaser is restricted by combinations of characteristics selected by someone else.

4. Descriptive labeling is very precise. Grade labeling lacks precision due to border-line scores.

In grade labeling, there is a wide variation of scores within grades; there is the possibility of one grade representing different characteristics, and an important characteristic being found in different grades.

5. Descriptive labeling protects consumers with adequate useful information. Under grade labeling the information conveyed is generalized and sometimes uncertain.

6. Descriptive labeling does not require any public education, while grade labeling does. We have had descriptive labeling for years, but grade labeling will require a tremendous amount of public education to acquaint the public with what the grades mean. In my opinion it would take a decade to educate the public on grade labeling.

7. The accuracy of label statements under descriptive labeling is readily enforceable because terms are objective or self-defined—whereas in grade labeling the border-line scores are difficult to enforce.

8. Descriptive labeling under brands has always encouraged manufacturers to improve their products through research, and to create individuality in foods. A manufacturer of food products or any other consumer goods knows that if he is going to stay in business he has to give the public what it wants.

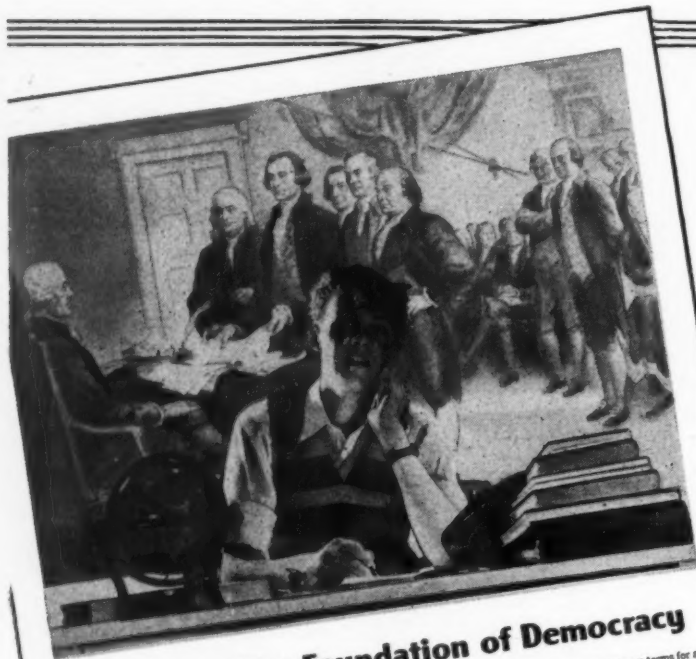
## What of Brand Individuality?

Many companies, such as mine, spend elaborate sums of money to determine what consumers want and need, and then we attempt to give them what they want. With individuality, as established by brands under descriptive labeling, there is every encouragement in the world to continue to improve the product—whereas, under grade labeling, the standardization and regimentation of grade labeling will probably influence manufacturers to produce goods which just about meet grade regulations. And since there is no way of distinguishing between his grade, his brand, and his article, and some other manufacturer's grade, brand, and article, this will absolutely stifle the manufacturer's initiative to improve his product for the public.

(With certain changes and additions this article is based upon the testimony of Mr. Stevens on May 28, 1943 before the Committee on Interstate and Foreign Commerce of the House of Representatives, headed by Representative Boren.)

# "I wouldn't think of leaving The ROTARIAN off the list"

says *J.B. Icely.*  
President of Wilson Sporting Goods  
Company, Chicago, manufacturer  
of quality sports equipment.



## Initiative - The Foundation of Democracy



When young "Red" Smith, eighth grader at Central School, sits with wrinkled brow, planning tricky plays for his football team, he is exercising his constitutional right to the pursuit of happiness. His happiness, in this particular instance, is trying to beat the daylights out of rival teams. And that is the basis of our whole democratic competitive system. It's the reason that no record, in any branch of our economic life, is safe in this country. No industrial record. No scientific record. No engineering record. No farm production record. No war record.

Our kind of democracy gives us the privilege of initiative. In America we are free to go ahead and do things—free to compete for leadership in any walk of life.

We are taught to believe that nothing is so good that it can't be done or made better. And that same initiative—that competitive spirit of free men—that ever-

lasting urge to make the best better, bred in the hearts of millions of Americans, has made the U. S. the greatest nation on the face of the earth, in peace and in WAR.

The youth of America learns initiative early on our fields of sports. Out there, where "the best man wins," they develop the will-to-win, the never-say-die spirit, that makes them fight till the last quarter—out-till the final gun of the last round—the last last bell of the last round—the last stride shot of the last long set—the last stride of the last leg.



Our competitive sports burn this initiative into our boys. While they develop fine, strong bodies, and agilities and skills in the use of these bodies, they also develop priceless qualities of self-confidence and determination—and a deep-seated love for the ways of American democracy.

It is this love of independence—this

freedom to compete on even terms for any prize worthwhile, developed in our youth by our competitive sports, that is the greatest safeguard of our democratic ways, in this age of sinister change.



Carried into manhood it will give us a mighty bulwark against any invasion of the sacred tenets of the American way of life—whether from without or from within.

Wilson Sporting Goods Co.  
and Wilson Athletic Goods Mfg. Co., Inc.  
Chicago, New York and other leading cities

**Wilson**  
SPORTS EQUIPMENT

Wilson Athletic Goods  
Mfg. Co., Inc.  
Chicago Plant

"THE Rotarian has been on our list for more than nine years," says Mr. Icely, "and for good reasons. We have found that through its pages we reach business men who buy quality sports equipment for themselves and their families, as well as for their employees' recreational facilities.

"These men are likewise influential in community affairs and have much to do with the purchase of many of our products for school and community recreational use. Frankly, I wouldn't think of leaving The Rotarian off the list."

★ ★ ★

Facts and figures about the buying power and community influence of this executive audience—181,000 business leaders—are contained in our bulletin, "The Uncovered Influence Market." The coupon below will bring it to you . . . and your request incurs no obligation.

An advertisement from The Rotarian  
prepared by United States Advertising  
Corp., Chicago, advertising agency for  
Wilson Sporting Goods Co. for 12 years.



Pin this  
to your  
letterhead

## THE Rotarian

"Influencing the influential"

35 East Wacker Drive, Dept. 14, Chicago 1, Illinois

Please send me your bulletin, "The Uncovered Influence Market."

Name .....

Title .....

Address .....

## 2. The Case for Grades and Descriptions

(Continued from page 24)

You are buying a car for one of your salesmen to use. You want locomotion to give him service-free performance, at low cost, with reasonable comfort. With those qualifications you probably choose the Ford rather than the Mercury or Lincoln. Convenience may convince you that a coupe is the best variety, even though a convertible might have a better flavor to his particular mental ego. In any event, you select the locomotion that best fills your needs, or the use to which it will be put, for the price you are willing to pay.

For the most basic character in an automobile — locomotion — substitute nutritional or food value in a canned product—that would be a C label or the Ford brand. Comparable with the added assets of the Mercury or the Lincoln is the better appearance, color, flavor of the B and A grades of foods. Which grade of car or processed foods to select depends on the use to which it will be put.

Not all A brands are precisely alike, any more than Lincolns and Cadillacs, in the A group of cars, are precisely alike. Certain fundamental factors are sorted out by the grading process, but each packer can, and does, add distinguishing and deluxe features which help to influence consumer demand and selling price. For example, a firm, ripe, unspoiled tomato grade is only the basis for the catsup. The final result of X's processing may be so different in flavor—as a result of recipe, variety of tomatoes or the locality in which they are produced—that regardless of Y's similarly graded catsup it would logically command greater acceptance, and at a different price.

It is the promotion of these *plus* features which makes up the free and competitive enterprise of which we are so justly jealous.

U. S. standards are but the *floor* of the grade—the product may well be over and above the minimum, and it is to the selfish interest of the processor to make his product increasingly better, for that places him at a competitive advantage.

Some 70 U. S. standards have been established. Often referred to as AMA, these U. S. standards are published and revised only after considerable research—of current practices in the commercial field, in consultation with the industry, and after practical application



**"He says there's been a revolution in his thinking about Tacoma . . . Washington's Second Market."**



The Tacoma News Tribune is the *only* paper which effectively covers Washington's Second Market, delivering 73% daily coverage in Tacoma-Pierce County. The second Tacoma paper delivers only 47%. The Seattle morning paper delivers 8% and the Seattle evening paper 4%. The Tacoma News Tribune is a "must buy" in Western Washington. Ask Lorenzen & Thompson!

MORE and more national advertisers recognize two major facts about the Tacoma market.

First: Tacoma is Washington's *Second Market*. For Tacoma-Pierce County ranks second in the state in population, in retail sales, in effective buying income, in bank debits and industrial wage volume.

Second: the Tacoma market is effectively covered only by the Tacoma News Tribune. For the "Trib" delivers 22.6% more circulation in Tacoma-Pierce County than all other Tacoma and Seattle daily papers combined!

(Sources: Sales Management, May 1944, Survey of Buying Power; Federal Reserve Bank; 1944 A. B. C. Audit Reports)

**The News Tribune**  
**TACOMA, WASHINGTON**

It isn't what they SAY



It isn't what they DO

It is what they are thinking



that concerns you most

By "they" we mean LEADERS—leaders of industry, leaders of government, leaders of education, leaders of science and technology, leaders of war and peace, and leaders of thought.

By "they" we mean the people who write for  
— and the people who read.

# Harper's MAGAZINE

The magazine that tells you what people are thinking is a good one to help you crystallize your own ideas, formulate your own plans.

The magazine that is read by such people is a good one in which to tell the story of your own product or service.

Having the right people know about you is a valuable trade asset especially in these times.

If you would like to sample Harper's Magazine, let us send you free a copy of the December issue. It is full of meat. Address

Business Manager Harper's Magazine • 49 East 33rd Street, New York 16, N. Y.

in inspection procedure. Most of the U. S. standards incorporate a scoring system based upon a numerical possibility of 100 points for a total score. In peas, for example:

Grade A ranges from 90 to 100 points.
B 75 89
C 60 74

Factors for judging are:

Clearness of liquor	10 points
Uniformity of color	15
Absence of defects	30
Maturity	45

Far more than half of the total pack of processed fruits and vegetables was purchased last year on the basis of similar specifications. Besides that purchased by the Government for the Armed Forces and the amount packed under U. S. Continuous Inspection, a considerable volume of business was transacted on that basis by the commercial food chain stores and the consumer cooperatives. U. S. standards were also used to determine loan values, and for Federal Food and Drug Administration enforcement purposes, as legal evidence in misbranding cases.

## The Plus Value

Anyone may adopt these U. S. standards and use the A-B-C designations, without employing the Government to inspect his product. If he misbrands his product the Federal Food and Drug Administration has the power to proceed against him.

The Continuous U. S. Inspection is a plus value, an added note of authority which packers may add to their own claims. While anyone may obtain, on request, sample inspection by the Government, *Continuous* Inspection is available only on plant qualification as to sanitation, efficiency of operation, and integrity of management. By no means all of the 1400 food processing plants could meet these qualifications.

It all started back in 1939 when a canner was unable to determine why pits were appearing in his cherry pack. He asked for the services of a Federal inspector—who soon determined the cause of the trouble, and it was corrected. But it didn't stop a malicious whispering campaign which had started up about his brand. To prove his point—that 90% of his pack was consistently top quality and therefore pit-free, as verified by the Federal inspector—the canner asked for some means of certifying this on his consumer label.

Thus was born Certified U. S. grade labeling for the consumer—a normal, natural development—democratic, free-enterprise, unregimented.

Today 54 companies operate 76 plants under Government Continuous

SALES MANAGEMENT

Inspection service. They range from the relatively small to possibly the third or fourth largest West Coast canner. The cost—either by sample or continuous inspection—is paid for *only* by the canner voluntarily requesting the service. Last year that cost was about 3/100 cent per average consumer can.

There is absolutely no evidence that grade labeling would replace *brands*. This is most certainly true of *voluntary* grade labeling, where the packer is fully as proud of his label and trademark as is the packer who is opposed to grade labeling.

American packers who ship to Canada are *compelled* to grade label their brands, but they continue to gain and hold consumer acceptance by the unusual qualities of their products, and by their promotion of individual characteristics and values. Grade labeling has been required in Canada since 1918 for canned fruits and vegetables shipped inter-provincially or in export. Grade labeling in that democratic country isn't regarded as Bolshevistic, collectivistic or subversive. That middle-of-the-road neighbor takes grade labeling as just one of those normal services, similar to laws against adulteration, to which her citizens are entitled. Canadians would be puzzled—or downright shocked—if anyone told them that this was a step toward the elimination of free enterprise.

We think that we have an even better system here—in *voluntary* grade labeling. This system gives the consumer a chance to vote—at the stores—whether or not she wants grade labels. If she becomes convinced that this method best protects her, then grade labeling will continue to grow. It's as simple as that.

(Miss Gade's "case," as presented here, is based in part upon her remarks as a forum speaker before the Grade Label symposium held by the Textile Section of the New York Board of Trade last month.)



**For Signs  
of the Future  
Look to**

**SIGNS OF LONG LIFE  
by ARTKRAFT  
SIGN CO., LIMA, OHIO**

## MR. SALES MANAGER

We are looking for a concentrated, high quality line with good Post War possibilities to present to the WHOLESALE trade in the St. Louis area. We have vast selling experience and our Company is financially responsible.

This is your opportunity!! What have you to offer? Box 2054, Sales Management.

## 3. The Case for Mandatory Grades

(Continued from page 25)

ican enterprise because it will destroy brand names. I do not believe that statement, and I do not understand its wide acceptance among businessmen, but I can give you a consumer view of the issue that is raised.

Consumers find brand names helpful. They place confidence in names which have become familiar to them and are found trustworthy by experience. It is easier to shop by habit. It would be foolish, and indeed impossible, to prepare for each purchase by extended research of all items on the shelves. Brands are a shopper's shorthand, recording accumulated experience.

But no one brand is indispensable to consumers. Some inconvenience may attend the disappearance of a favorite name from store shelves, but usually by the time that happens most consumers have already ceased to favor it. Brands come and go, and neither free enterprise nor free consumers are dependent upon the continued success of any single brand name.

Now suppose we add comparative statements of quality grade to the labels which carry brand names. The confidence consumers place in a name then becomes a confidence that the product meets, or even exceeds, the grade or grades claimed for it. A general reliance becomes specific. Brands continue to serve their purpose, but more concretely.

As to any particular brand, however, it may be otherwise. Consumers may learn from a grade label, or the absence of one, that a favorite name does not mean best quality, or that the quality varies or is unreliable. The popularity of such a brand will wane, and the brand itself may disappear. I see nothing for consumers to worry about in that, nor any threat to the foundations of American industry and commerce. We still say good morning to each other, although few of us use Pear's soap.

## KROYDON COVER

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SOIL RESISTANT  
WATER REPELLANT  
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for CATALOGS  
MANUALS  
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## FOOD INDUSTRIES CATALOG & DIRECTORY

Food Industries Catalog & Directory is a one volume reference service for food processing engineers and production executives.



It contains, in a (1) Catalog Section, (2) Reference Section, (3) Classified Directory of Manufacturers and (4) Alphabetical Company Name and Trade Name Index, information about machinery, equipment, material, supplies, food standards and formulas vital to food production, processing and packaging.



The new Catalog & Directory is coming out. Watch for it—it will be a welcome guide in the buying spree that will take place the minute wartime restrictions are lifted.

**FOOD INDUSTRIES**  
A McGRAW-HILL PUBLICATION  
330 West 42nd Street New York 18, N. Y.

DECEMBER 1, 1944

[93]

# Tap the new buying power of Negro Families

Read this before you say the idea is not practical for your problem.

## MEMO



Office of the President

From "Bill" Johnson

**Advertisers' Problem.** "When Negro families have wage earners who jump from \$8-\$15 to \$30-\$50 a week, they develop unusual buying power. How can we concentrate advertising effort on them—make certain this special message does not reach other markets?"

**Solution** "Through M.P.A. service you can prepare a film employing Negro talent, presenting the facts of interest to Negroes. You can present it through 318 theatres patronized only by Negroes—reaching 1,729,982 of these special prospects."

There is no premium for this service. You pay only the regular low rates for motion picture advertising.

**C**OVERING the Negro market is just another example of how M.P.A. specialized service can help the advertiser. Because motion picture advertising employs voice, pictures and demonstration, it offers an unusually effective way to reach the Negro market.

Because motion picture advertising reaches 100% of the audience... not a 10% Crossley or a 30% Starch; because motion picture advertising delivers all the message—not just a hasty glance at an advertisement or a half hearted attention to a commercial, it represents unusually effective advertising weapons in most situations.

Now you can use motion picture advertising with the same ease, the same certainty, that you use other media. Won't you phone MURray Hill 6-3717 and have the M.P.A. service specialist show you the possibilities of developing an important new selling weapon.

**MOTION PICTURE ADVERTISING SERVICE CO., INC.**

1032 Carondelet St., New Orleans, La.

141 Walton St., Atlanta, Ga.

82 Madison Ave., Memphis, Tenn.



70 East 45th St., New York, N. Y.

418 Watts Bldg., Birmingham, Ala.

923 15th St., N.W., Washington, D. C.

I deny categorically that consumers' confidence in brands must be based upon ignorance of the comparative qualities of branded products. It may be true that ignorance accounts for the popularity of some brands. The owners of the brands would know better than I about that. It may be true that the popularity of some brands is created largely through the purchase of consumer acceptance by huge advertising expenditures. There again I must defer to the owners of the brands. It may be true, therefore, that some brands are vulnerable to such comparisons as grade labeling would enable consumers to make. But it is not true that all brands depend for their success upon uninformed customers or that brand merchandising will be destroyed by enlightening the confidence which consumers place in brand names.

So let's get on with grade labeling. It will chase the fakers out. It will buoy up the laggards. It will richly reward the manufacturers and merchants who know their stuff. Furthermore, it will speed up the education of consumers, making us smarter spenders and better customers.

Mr. Montgomery made these remarks before a symposium on Grade Labeling held by the Textile Section of the New York Board of Trade on November 1.

### "MEET YOUR CONTRACTOR-BUILDER CUSTOMER"—

the sensational descriptive booklet of the Building Market. Contains information impartially presented that's easily understood about the building that all the talking is about.

Send for a copy of this booklet, just off the press, or ask your advertising agency about it.



**PRACTICAL BUILDER**

59 East Van Buren

Chicago 5

### SALES AND ENGINEERING SUPERVISOR INDUSTRIAL ELECTRONIC EQUIPMENT

Large electronic manufacturing company has position with headquarters in New York for a sales and engineering supervisor to head entire industrial division handling a varied line of electronic equipment including broadcast transmitters. Man must have a background of industry and engineering and have common-sense ideas on merchandising this type equipment. He should have an overall knowledge of electronics and a thorough knowledge of selling to all types industry. He must be an executive type and a good organizer who can appraise situations, supervise a sales staff and work with technical specialists. Good salary. Write to: Dept. 3M, Box 429, Grand Central Annex, New York 17, N. Y.

# What Makes Labor Worth More Than Subsistence Wages?

Beside the poverty-ridden Chinese coolie, the American laboring man is a prince. The high estate of labor in this country, says Mr. Benson, is ascribable not to richer natural resources, but to the capital which is confidently invested in modern production tools.

BY GEORGE A. BENSON

*President, Harding College  
Searcy, Ark.*

ONE inch outside our front door was the curb of a cobble-stone street. It wasn't as wide as two ordinary sidewalks; not wide enough for an American automobile. It amounted to a tolerably wide, cobble-stone walk between buildings. Such were the thoroughfares of Kwei Hsien. Traffic on them consisted largely of people walking, usually carrying burdens. Occasionally one passed pulling a wheelbarrow piled high with merchandise, wabbling under the load.

## A Chinese Market Place

One open space in the squat and crowded town was the market place. My southern American up-bringing made me think of it as Court House Square, but it was really an open air market for farm produce, surrounded by shops. Please don't think of concrete walks and drives with street lights, plate glass show-windows and displays of merchandise. There was nothing of the kind. The market place was drab. The shops were dim at night and dingy all the time.

Kwei Hsien, the principal town of its district in Kwangsi Province, China, had 60,000 population, but covered no more acres than Searcy, Ark., where I live now, which has less than 3,000 people. Kwei Hsien was inland 500 miles up West River from Canton. The closest seaport was Pak Hoi, 100 miles overland to the south.

After renting some rooms and opening some boxes, my first trip down town was for kerosene. The oil store had been "out" for days, but now the coolies were coming into town from Pak Hoi with a fresh

supply, and our lamp needed filling. The light I got at the oil store on economic and industrial conditions in China was worth infinitely more to me than the oil I bought, and cost me nothing.

Tired was not the word to describe those sweaty, brawny, young coolies. They were exhausted. They had walked for ten days over an uneven trail from port, covering about ten miles a day. Each yellow workman had carried ten gallons of kerosene the full distance; one five-gallon tin swinging by a cord from each end of a bamboo pole which lay across his calloused shoulders.

The local oil dealer was paying off his carriers when I came in, and the tariff was no secret. These men expected to get, and actually received, the equivalent of ten cents a day for their work. At first I felt a twinge of anger toward the merchant, offering such paltry pay for such arduous work.

Then I priced the oil and found that ten cents a gallon had been added to cover the cost of coolie transportation from port. I paid the bill and went away pondering; prices much too high, wages much too low.

This incident led me into more serious research. It made me hunt for economic factors which controlled industries more basic than oil, as far as China is concerned—agriculture for example. More than 80% of China's 423 million people live on farms and work the soil, but year after year China imports more food stuff than it exports—much more. The nation can't feed itself, although there is no richer soil on earth.

Less than 20% of the 132 million people in the United States live on farms and work the soil, but, for some reason, America exports vastly more food than it imports, year after year. "For some reason," I said. There is a reason. It is no accident that we have a good country and they have a poor one. China has abundant natural resources, in greater quantity, and in some instances better quality than has America. Think of this:

## Inequality of Compensation

China's interior had a civilization before the year one. America was a jungle long after Christopher Columbus was laid to rest. Now, 500 years from start, America's interior has railroads and tank cars and moves kerosene 200 miles a day for one cent a gallon, but the Chinese still lug their oil on the end of a stick 100 miles in ten days at ten cents a gallon. Chinese coolies draw a dime a day and walk; American railroaders get \$8.50 a day and ride. It is a matter worth looking into.

How is it that in America we pay such high wages to everybody who



DR. GEORGE A. BENSON, president of Harding College since 1936, is a self-made economist who grew up on an Oklahoma ranch and later spent eleven years in the Orient.

In addition to a strenuous lecture program which averages three addresses a week, Dr. Benson writes a weekly column, "Looking Ahead," for 2,500 newspapers, and conducts a weekly radio program on 30 stations in 13 states. His total weekly audience is estimated at 20,000,000.

He startled the public in 1941 into a re-examination of fiscal policy in an appearance as a private citizen before the House Ways and Means Committee, when he proposed cuts in non-essential expenditure totaling \$2 billion, most of which was ultimately achieved.

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DECEMBER 1, 1944

[97]

**ELECTRICAL EQUIPMENT**  
NEW DEVELOPMENTS IN PRODUCTS-PARTS-MATERIALS  
Including Electronic Equipment

**THE ONLY NEW-PRODUCT PUBLICATION IN THE ELECTRICAL INDUSTRY**

Reaches more industrial buyers and manufacturers of electrical and electronic equipment than any other electrical, trade or industrial publication — through *selected* and *request* circulation.

**EE**

**ELECTRICAL EQUIPMENT**  
Published by  
**SUTTON PUBLISHING CO.**  
60 EAST 42ND STREET, NEW YORK



"I can't give you the night out, Jeeves, but you can have the best substitute I know—my copy of TRUE Magazine."

works, get so much better and faster service and yet, obtain it at a mere fraction of the cost paid in other lands? I studied it by a process of elimination.

Was it because China was an old country worn out? Could it be because China's land was eroded away, its forests hewn down, its coal and iron and oil exhausted? The answer was always, "No." China's soil is fertile and well watered. There are forests, untouched veins of ore, unexploited and (in some cases) tested oil land. China has everything and does nothing about it.

### There's No Lack of Ambition

Was it because the Chinese people were poor and stupid and lacking in ambition? Again, "No." The Chinese are naturally as smart as anybody. Some of them have proved their business ability by building up huge fortunes in other countries. Besides, acquaintance with a few Chinese will convince any person from the western world that they yearn for improvement. They like the things we like and wish for a chance to procure them.

There are great opportunities in China and the people who live there see these opportunities and let them pass. Why? Simply because they don't dare invest their money in anything. The economic system is such that both bandits and government rob business. Capital hasn't got a chance. Under the local war-lords, whose tenure is by force, it is a government of grab. If a wealthy man, or an association of well-to-do men, or a rich corporation of small stockholders invests money in something, it's gone. They lose it. The rulers take it if bandits don't beat them to it. Private business on any new scale, as soon as it prospers, is confiscated. As a result nothing prospers.

Capitalists in the United States have invested sums in railroads which add up to \$25,000 per railroad employe. Consequently, our railroaders ride at work and live well at home. A common carrier in China is a coolie. Investment in equipment is about ten cents each for a tough bamboo pole and some strong cord. The wage scale is ten cents a day. The worker only exists.

Most adult Americans would sooner die than exchange lives with a coolie. The average Chinese has one chance in five to survive infancy; one chance in 600 to own an automobile if he lives to be grown. There is no incentive in China, no reward for working, no advantage in thinking, no point to saving, no percentage in investing, and no advantage in invest-

ing. So we have railroads and the Chinese have bamboo poles and stone bruises, and there's nothing they can do about it.

With big investments in rolling stock, road bed, terminals, etc., the American workman is able to move such a quantity of freight at such high speed that he can earn good wages in spite of low rates. Had the American workman only a 10-cent investment, such as the coolie, he could accomplish no more, and earn no more. It is the facilities provided by the investment which make the difference, the entire difference.

The rule's application is not limited to transportation. The average Chinese farmer cultivates only a few acres, often less than one acre. His total investment in tools is only a few dollars. Crops are planted, cultivated, and harvested by hand. Nearly all of a farm's production is required to feed the farmer and his family. There is very little left to sell. No surplus to exchange for clothing, furniture, or better tools.

In America we have an average investment in tools of \$3,000 per farmer. Counting the value of the land, farm investment averages \$6,000 per farmer. With good tools, each workman of the soil cultivates 50 to 400 acres. He can't eat up a modicum of what he raises. The surplus is exchanged for improved equipment and learning, for automobiles, refrigerators and radios, for dress suits, jewelry and oriental rugs which a Chinese family spent their lives weaving. With an investment like the Chinese enjoy, American farmers would till few acres, have little or no surplus and do without practically everything—even health.

### Tools Make the Difference

American farmers do not work as hard as Chinese farmers. The investment in tools makes the difference. But the difference is too great. Let's look beyond the Orient. China has almost no industry, but Europe provides a comparison. Industrial wages in England are only half of what they are in America. Continental Europe pays about one-third, and Russia only one-sixth of American wages. The reason is that men can't long be paid for what they don't produce, and European workers, lacking adequate equipment, do not produce. Besides, they work harder than American workmen.

American workmen produce twice as much per man-hour as English workmen, three times as much as Continental European laborers and six times as much as Russian workmen. The important question is: Why do

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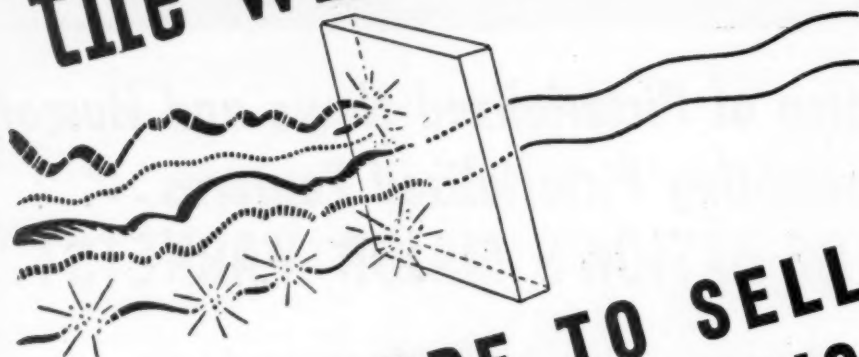
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They know radio should now be crystal clear.  
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500 Spring Street, N.W., Atlanta, Georgia

QUANTITY PRODUCERS OF STANDARD AND SPECIAL

# Control Crystals

American workmen produce twice as much, get paid two-to-one, and live twice as well as English workmen or Germans, six times as well as Russian workmen? Capital investment is the determining factor.

The average cash investment for each American worker in industry is \$6,000. This investment provides, on the average, six horsepower of installed and motivated, mechanical equipment for each employe to use. It is this capital investment which makes the higher man-hour production possible and justifies the correspondingly higher pay and higher standard of living.

Seldom can the workman himself furnish this \$6,000 investment. Some investor (capitalist) puts up the money in the hope of getting greater yield from superior tools, thus speeding up the worker's production.

### A False Theory

Some people say that capital is the enemy of mankind, and that capitalists can succeed only by exploiting labor and oppressing the poor. The theory is false. Compare what capital and labor receive from an average investment in American industry. According to the best available figures, stockholders received 4% to 6% on such investments over the past 10 years. The average American worker has increased his income nearly 300% as a result of capital invested by the industrialist, while the capitalist himself gets only a 6% return. The average is less.

Under the American system, labor benefits more from the capitalist's investment in industry than does the capitalist himself. In other words, capital is labor's benefactor—a friend without which American labor would be living on European standards—yes, without which all labor would be living on the standards of China.

The poverty of China continues even until now because the war-lords who have ruled its provinces for decades have provided no security for private investment, nor even permitted it.

China has men of means and vision who would gladly develop the resources of that great country. But in the presence of hazards, capital stays hidden. All of China's money is "scared money." Workers have no tools and China remains in abject poverty. It is my belief that Chiang Kai Shek will change this situation completely. He is one of the greatest living leaders of men. I believe he can be relied upon to provide safety for private investment and make a way for national improvements essential to industrial progress.



Billie Hering, secretary to William H. Mathews, vice-president in charge of trade sales for Devoe & Raynolds, posts sales records onto a visual control board, spotlighting not only the dollar volume daily, but also the net profit per unit of sale.

## "Ouija" Board of Sales Tells All To Devoe & Raynolds Brass Hats

The name of the device through which Vice-president Mathews keeps a finger on the pulse of volume and profit in his trade sales division is "ProducTrol." It promptly flashes danger signals, enables him to head off undesirable trends before becoming serious.

**T**HAT sales volume does not necessarily mean profit, is being dramatically recorded by Devoe & Raynolds Co., Inc.

In contrast with the record-keeping method of other years, William H. Mathews, vice-president in charge of trade sales for Devoe & Raynolds, now provides himself with a visual representation of business by months. To do this he has devised a method of charting sales to show not only dollar volume, but to indicate net profit per unit of sale. In this way, he can instantly spot territory which is producing desired unit profits and he can likewise quickly take note of areas which may be doing a lively lot of sell-

ing, but the sales of which are not sufficiently concentrated on items in the line which can be sold at greatest profit.

This new visual flow chart gives an instant picture of income and operating expense, also sales as compared with quota and the net comparative profits from sales of each item in the Devoe & Raynolds line. This resolving of a mass of sales figures into a basic pattern and then dramatically spotlighting weak spots and sighting trends, is made possible by posting anticipated and actual sales figures onto a visual control board, known as "ProducTrol."

This board was invented by F.

Lloyd Wassell, Westport, Conn., specialist in methods engineering. It is said to be the first device to successfully translate the element of time into chart form. This is done by marking off a calendar space across the top of a peg board. In the case of Devoe and Raynolds, the wanted period is a month.

The board is made of black composition material, ruled vertically and horizontally and punched with thousands of equi-distant holes. Each hole in the Devoe & Raynolds scheme receives a merchandise or "order information" peg, showing the condition of sales at that particular calendar date. Into this skeletal frame of many holes, the different colored pegs are plugged, each color having a predetermined meaning. To Devoe & Raynolds a blue peg indicates a gross profit; a red peg means a loss factor; white pegs, attached by invisible springs to long white tapes, indicate sales progress by date.

### Impartial . . . but Revealing

As each white peg is moved from its resting place at the left across the board into the right or "completed information" area, a tape line is spun just as a web is spun from a spider's body. This is called a "progress" or "quota" line. It is the target to shoot at; it sets up an ideal operation. The actual accomplishment is put down against it and comparison is afforded. It is precisely this chance to compare "what goes on" with what *should* go on, which is the board's greatest asset to its users. It gives top management control by furnishing it with detailed information. The board is impartial, but completely revealing. No errors can be covered up. It spots bottlenecks before they take place and the owners of the business can take steps to avoid them.

But the colored pegs and the white horizontal strings are not the end of the story. Vertical strings in white and in color are used to accent especially vital dates. Mr. Mathews, for instance, uses a blue string to show monthly sales quotas and to point out whether he is ahead or behind his figures for that period.

The "Today" vertical string can be the most important one on the board. This focuses attention upon today's operations. As it is moved every 24 hours one hole to the right from where it rested yesterday, it flags attention to what has been accomplished at the moment and what processes are lagging.

Devoe & Raynolds makes two uses of this device in its selling program: The boards are used to show profits and sales operations and also to show



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**A MUST** in choosing the right man for the right job

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the scientific use of reliable aptitude testing will enable you to

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unusual opportunity for young man with industrial advertising background to manage large diversified trade schedule. Must be creative and have proven ability to write. Technical knowledge unnecessary. Write, giving details and experience. Box 2058, Sales Management, 386 Fourth Ave., New York 16, N. Y.

territorial breakdown by divisions and branches and also by products.

The second use is in effect a recapitulation of sales, and it posts data affecting some 2,000 items. The recap shows: quota (by territory or sales division), percentage of sales per month, cumulative sales to date, cost of sales, gross profit, selling expense, net profit per unit, inventory average, turnover, and number of employees in a selling unit.

Until 1944 the firm used sales graphs which it made up periodically and which had to be discarded when the recording space was filled. Product-Trol Boards have taken their place because these visual flow-charts can be cleared, simply by removing pegs and strings. They are then ready for a new set of operations.

They are extremely flexible in usage. On one of the boards, sales are posted on a cumulative basis. Mr. Mathews decides that 100 holes on the Product-Trol Board shall equal one year's sales quota. He therefore has the board set up according to various geographical divisions or territories and the total quota is divided by 100.

### Time Is Translated

Because the paint business is fluctuating, Mr. Mathews cannot divide his sales quotas into an even number of percentages, but must watch his calendar as he figures. For instance, he starts his sales quotas out as zero on November 1. That means by the end of the following November they should have reached 100%. In December 6% of the business is expected. So, Mr. Mathews moves the peg six holes to the right of zero. By January this quota will have reached 13%. That means 13 holes. February will show it climbing up to 20% and so forth.

Now comes in the feature of comparison . . . Figures are posted under each month, showing what the divisions or territories did in actuality. Sometimes it is found the sales areas did less than quota; sometimes more, a fact vital for management to know. The board shows this to a fraction of a percent.

Another use Devoe & Raynolds makes of its chart boards is to indicate geographical divisions: eastern territory, southeast, west, southwest and northeast.

The gross profit trend shows up quickly. In reading his board figures, Mr. Mathews looks at one line. He may pick a spot which will show him that one selling unit has done 27.2% of its annual gross in a two-months interval; another line will show him that another unit is a gross loss spot, and it's time for a little attention here.

A third line will point out a field profit expectancy on another item. The pins beyond the line show excess over this expectancy.

The boards are designed to expand auxiliary information which it is not necessary to show on the visible section of the board. To this end the boards come equipped with a pocket at the left side, into which cards may be slid behind cellophane protectors. Thus, in reading the board, management's eye makes a discovery about trends or "danger" spots and follows this through to the last detail by reference to the card. Having the cards at hand makes it unnecessary to call a clerk away from his desk work to answer questions. The board with its pegs, strings and pocketful of cards, knows all the answers.

Another place where visual charting serves Devoe & Raynolds is in plotting turnover. Mr. Mathews shows these figures by starting out at the right and working back toward the center. For example, if his turnover on a unit is six times, he puts a red pin in column 6.

He uses the lower part of the area to break down his merchandise lines into exterior and interior paints, wall coverings, maintenance lines, painter lines and special formulas. The lower part of the board is used to recap by percentages the major product classifications.

### 130 War Veterans on Staff

"The American people," said Mr. Mathews, "are obviously in the best position they have ever been in to acquire services which are fundamental. As for a staff to carry out this work, the country looks forward to youth returning from the war, seasoned and grown into adulthood and ready to take its place in the industrial community. From these young men we shall, undoubtedly, recruit sales material for the future. Already we have 130 in our Trade Sales Division; 532 in our company as a whole.

"To equip our salesmen to meet competition in the post-war world we shall need to use every technique, every tool which has been developed in their absence. And underlying all this is a visual plan. Just as each operation of the Army and Navy was plotted at general headquarters and flashed to the battlefronts and just as results were flashed back to a gigantic control board in the offices of the Secretary of the War Department and of the Navy to be interpreted and evaluated and lessons drawn, so will our plans be posted to our Product-Trol Boards and flashed to the field men and then results checked here in my office."

# It's easy, Kenneth!

So you want to know what it takes to build a network like Mutual.

Thanks for your letter, Kenneth. The answer is simple.

Start ten years ago, with four big stations in four big markets. As you add outlets, remember the need for placing them as close as possible to the listeners you want to serve. Keep extending the network every year until you make it the largest in the world, with 245 stations.

Pick all your stations carefully, Kenneth. Make sure each one has a potent, friendly voice in its own community. Dominant power and popularity in the biggest cities and an intimate, neighborly touch in the rest of home-town America -- that's what your network should provide -- and that's what Mutual delivers.

Take your own home town. Port Huron is a good example of a key market served from within by just one network, Mutual. Jot down a few figures, Kenneth. Did you realize that your 33,000 neighbors earn over \$46,000,000 a year, and spend more than \$25,000,000 a year in retail purchases alone?\* Yours is a mighty important market, and so are the other 140 centers where your network has the only station -- not to mention the rest of the nation where Mutual's voice is so continuously welcome in cities large and small.

One final thought, Kenneth. As you plan the 'organization' of your radio network, don't forget to keep the cost-per-ear at a rock-bottom minimum. That's what Mutual offers: an evening half-hour on the full network, at peak listening periods, for as little as \$7,550.

## this...is MUTUAL

\*Corporate city-limit figures, 1943, from Sales Management.



## IF SALESMEN were ADVERTISING MANAGERS

they'd say:

The salesman's job is easier when advertising to the buyer precedes him. Get your name before the buyer in his own departmental magazine — the specialized Haire paper he studies and lives with.



# Washington Bulletin Board

## Price Control: How Long?

Is there any indication of how long after the European war ends, Washington pricing controls will remain in effect?

This is the question upon which industry committees now meeting with OPA officials differ radically. While electric irons and other electric devices are priced at the 1942 level, other products are up. Despite OPA desires to make reconverted industry go back to former price levels, new trucks have price advances of 19% and pianos 13%.

In some industries, keen competition will keep prices down without much Government urging. This is particularly true in the aluminum wares industry. In addition to a large number of companies now producing or expecting to within a short time, it is understood that many war industries intend to enter the aluminum wares field.

Washington meetings are now discussing post-war pricing of automobiles, vacuum cleaners, radios, and other major durable goods.

Price Administrator Chester Bowles recently declared: "There has been some loose and irresponsible talk to the effect that prices will have to be 20% to 30% higher than before the war. With this point of view, I take vigorous exception. . . .

"It is the period beginning three to six months after V-E Day which worries us most. . . . If we come through this period of crisis with our price levels still stabilized, with rapidly increasing production, with inventories in healthy condition, we can then face the problem of price and rent decontrolling.

"As supply comes into line with demand, we will begin to withdraw price controls from industry after industry."

## Copyright on Sales Ideas?

Is it possible to copyright a unique sales promotion plan or program, and thus prevent other firms or individuals from copying or using it?

In answer to this question, Richard C. DeWolf, Acting Register of Copyrights, Library of Congress, states:

"Copyright does not protect a pure 'idea,' such as a new and ingenious plan for a sales campaign, or the like. The distinction should be recognized between the concrete and definite expression of an author's idea which is the subject matter of the copyrightable

work, and the underlying plan or method presented. However, one who has devised an ingenious plan for the promotion of business is not entitled without protection. If he discloses only upon condition that he shall be compensated for its use, he is entitled to such compensation, and if it is used without his consent he may have redress in court by means of an action for a breach of trust or contract."

## FTC Premium Rulings

Has the Federal Trade Commission officially ruled on the use of premiums given to a purchaser in connection with merchandise sale promotions?

Yes. Under Order 2908 issued October 17 FTC directed a firm of silverware distributors to cease representing that merchandise delivered only on the condition that some other article be purchased is "free" and to cease using the word "free" to designate or refer to merchandise which is not a gift of gratuity and delivered unconditionally.

## What of Surplus Brand Goods?

What is the Government policy relative to the disposal of brand name goods found to be surplus for the needs of the military service?

Some of the much-criticized deficiencies in the Surplus Property Act make the disposal of brand name goods complicated—and pose special problems for producers who may find large quantities of their products on the market.

The policy adopted by Ernest Olrich, until recently director of the Treasury Department's Procurement Division, is to sell brand name goods back to the original producer whenever possible, and to avoid dumping extraordinary quantities of brand name goods. However, the Procurement Division is equally anxious to get a good return on sales and will dispose of brand name goods to other outlets if the manufacturer does not make satisfactory offer.

The Procurement Division employs four methods of sale: auction, sealed bid, negotiation, and fixed-price. Mr. Olrich points out that currently greater emphasis is being placed on the latter two methods. However, as larger and larger quantities are declared surplus Mr. Olrich fears "it may be impossible to carry on the orderly disposal of property which we have attempted to date."

# Don't Swear at the Benighted Retail Clerk—Help Him!

One hard-working medium for providing that help is the retail house organ. But such publications, to be effective, require a special technique. Here are tips about how to edit and distribute them.

BY  
**JAMES C.  
CUMMING**

*John A. Cairns & Co.  
New York City*

To follow up a basic manual, or even without a training manual at all, many manufacturers have found the external house magazine to be an excellent medium for keeping in constant touch with retail salespeople. This kind

of publication can be quite elaborate, or it can be so simple that it is more a bulletin than a magazine. In either case, it's the contents rather than the form of presentation that is the real test of its usefulness to you and to the retail salesperson.

Your house magazine can be edited for the buyer, in which case it will contain information which he can pass along to his salespeople, or it can be edited for the salespeople themselves.

THE American Viscose Co. has been publishing a series of stories to illustrate the curious pieces of misinformation salespeople get about rayon, and the way they pass them along to their customers. A typical story: "How can I keep these colors from running?" asks a customer. "Soak the fabric in salt water. That will set the colors," replies the salesperson.

If salespeople can be so completely lacking in accurate information about a product that is as widely sold in department stores as rayon made by the American Viscose Co., you can imagine what they are telling their customers about *your* product, simply through sheer ignorance. How can you give them accurate information? A training manual is one way.

But the manufacturer who has prepared a basic training manual for retail salespeople can't dust off his hands and consider his part of the training job done. Of course the manual is important. It should be given a prime place in your post-war training program. But it requires follow-up.

A retail organization is by no means static. Department store personnel turnover, even in normal times, runs as high as 100% per year. The salesperson who studies your manual and learns how to sell your product this month, may be shifted to another department next month. Or she may go into an entirely different occupation. Unless you do something to keep the replacements educated in the technique of selling your product, you'll soon find that an entirely new generation has arisen that knows not Joseph.

Pepperell's "News Sheet" is a good example of an effective training tool for clerks. It's packed with usable facts.



1. 86% of families own from 7 to 25 sheets, an average of 15 sheets per home of 3 beds each.  
2. About 20% of the women intend to buy sheets in pastel colors as much as available again.  
3. Almost half the housewives buy more sheets each year. The other half buy fewer every two years or more.

4. By 1945 more women change both upper and lower sheets of each bed per week than do men.  
5. Department stores will a greater volume of sheets than do the chain stores at the present time.  
6. Although muslin sheets are being used in greater volume, percale sheets are a strong second.

7. By a fair margin the survey indicates that Mrs. America is brand-conscious and knows the brand she wants.  
8. Women do buy pillow cases at times other than when they buy sheets, perhaps to change them more often.  
9. 20% more women buy their sheets when and as they need them than wait for advertised sales.

For complete sheet survey giving further detailed information on the sheet buying habits of the women of America, send your request to Pepperell Manufacturing Company, 160 State Street, Boston 2, Mass.

# STRENGTH OF *Dominance*

On October eleventh, 1943 the New York Journal-American changed the price to its readers from three cents to five cents daily Monday to Friday. It was already five cents on Saturday.

Other New York City evening newspapers raised their price to five cents during the week of May seventh, 1944.

The New York Journal-American dominated the evening field in circulation before it increased its price. It remained dominant. It continues dominant.

The readers of the New York Journal-American proved their appreciation of its service and its interest as a newspaper for the American family.



## HEARST NEWSPAPERS

IN NEW YORK

**THE JOURNAL-AMERICAN**

EVENING AND SUNDAY

IN CHICAGO

**THE HERALD-AMERICAN**

EVENING AND SUNDAY

Your own promotional policies, and the number of departments in which your product is sold, will determine which type you should issue.

If, for example, your product is something as basic as rayon, which is sold in dozens of departments, your publication had best be edited for the buyer. But if your product is sold in a single department, such as hosiery, it may be wise for you to concentrate on going direct to the salespeople.

In either case your publication should be sufficiently *general* in its subject matter to maintain its readership. You can't talk about your own product or your company to the exclusion of all else and expect to have an audience after your first issue.

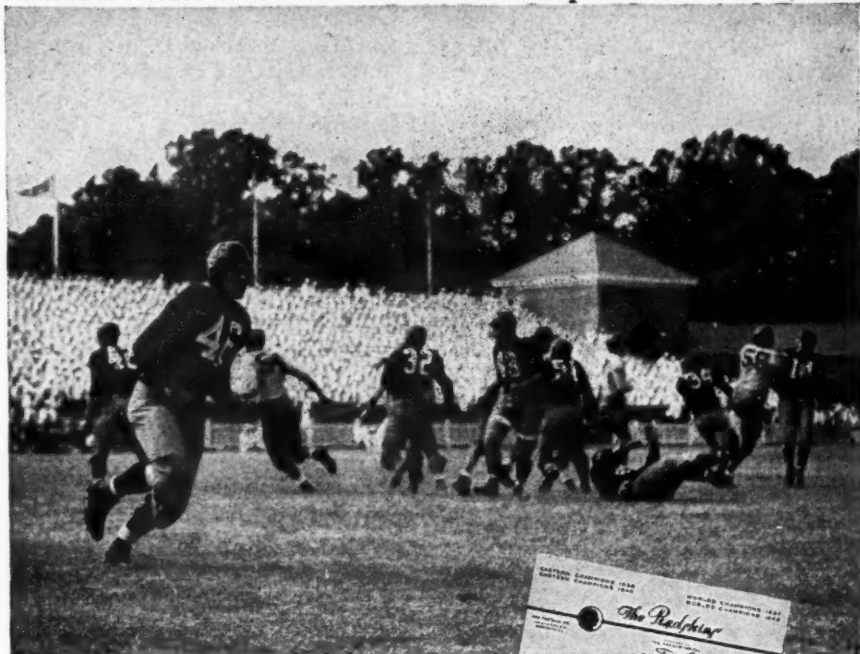
If your publication is directed to buyers, its editorial content should reflect the subjects in which the buyers of your product are particularly interested. They want to know about sales promotion, and about ideas for getting business which have been successful in departments like theirs in other stores. They want to know ways to control mark-downs, how to display your product, how to set up stock controls. And very important to them are ideas and information which they can use in training their salespeople.

Yes, they'll use some of the information you give them to sell the products of your competitors. You can't help that, and you shouldn't worry about it. If you get into their hands the information about your product which you want them to have, you have accomplished your objective, and you can't be concerned about the uses to which the "sugar coating" on your educational medicine may be put.

Typical of the house magazine edited for the buyer is *The Hollander*, published for many years by A. Hollander & Sons, fur dyers. The avowed intent of the publication is to help furriers to sell more furs more profitably. The editorial content is carefully selected for its generally helpful tone and runs along these lines:

1. Editorial on a basic problem of fur retailing, such as the tax situation or whether or not to hold an August sale.
2. Article on the promotional potentialities of the month just ahead, and how to capitalize them.
3. Tested selling sentences on the important furs of the current season, to be passed along to salespeople.
4. How to sell to customers of various types, each of which is carefully described.
5. Ideas for window displays which tie in with seasonal events.
6. How to bring dormant accounts back to life.

Prominent Users of Strathmore Letterhead Papers: No. 54 of a Series



## **Does Your Letterhead Show STRONG TEAMWORK?**

Eastern Champions in '36 and '40...World Champions in '37 and '42...the Washington Redskins are a twelve-year-old professional football team whose hard-hitting tactics and spectacular winning sprees have done much to focus attention on pro football ...help make it the great American sport it is today.

Their letterhead, on Strathmore paper, proclaims the Redskin record...is typical of a strong, aggressive team. YOUR letterhead must express at a glance the power and position of your organization. With lighter weight paper a wartime necessity, quality is more important than ever. The Strathmore watermark is your assurance of that quality.

*Strathmore Papers for Letterheads: Strathmore Parchment, Strathmore Script, Strathmore Bond, Thistlemark Bond, Alexandra Bond, Bay Path Bond and Alexandra Brilliant.*

# STRATHMORE **MAKERS OF FINE PAPERS**

Strathmore Paper Company, West Springfield, Massachusetts

7. Collection letters to use on customers who have proved to be slow pay.

8. The fur fashion picture for the coming season, illustrating the models which will probably prove to be best sellers.

Notice that every one of these topics offers something that will be decidedly helpful to the fur buyer. The *Holander* "plugs" are inserted, painlessly, as examples in the articles where examples are called for, among the selling sentences, and in the window display ideas. And notice that items 3 and 4 are directed—through the buyer—at the salespeople.

Another house publication of this

type is the *Pepperell News Sheet* published by the Pepperell Manufacturing Co. This magazine is newspaper-like in its format, and in many ways is even broader in its scope than *The Holander*.

If your publication is directed to salespeople, similar rules apply. You can't just talk about your product in unadulterated doses, or your readers will get sick of it, you and your publication. But there are certain basic differences between the publication edited for the buyer and the publication edited for the salesperson.

First, the salesperson's interests are narrower than those of the buyer. Her

interest in sales promotion extends to interior display, for which she is responsible, but it ends there. She has little or no interest in unit controls, advertising, window display, balanced inventories, or price ranging, all of which are important subjects to the buyer. This gives you a chance to concentrate your editorial ammunition on the single subject of salesmanship, and, believe it or not, there's plenty to be said on that subject.

Second, the salesperson will seldom give the time a buyer will to the reading of your publication. That means you should keep it short. The best rule is to hold it down to a single sheet, or at most not more than two pages.

Third, because salespeople rarely have time to do any reading on the job, your publication will get greatest acceptance if you send it to them at their homes. Your salesmen can get the names and addresses. It's a chore to keep them up-to-date, but the extra work involved is amply repaid by the added attention you'll get for the information you send out.

#### Wanted: Factual Editing

Fourth, avoid at all costs the danger of "talking down" to retail salespeople. The best way to present them with the selling points of your product or with other sales information is by quoting from letters written by other salespeople. And when you quote, be sure to give the name of the salesperson and the store in which he works. There are many ways to avoid the "talking down" danger; it's largely a matter of skilful editing.

A typical publication edited for retail salespeople before the war was *Cannon Shots*, published by Cannon Mills, Inc. Another, still going strong is *Matrix Sales Tips*, published by the makers of Matrix Shoes for Men.

*Cannon Shots* included articles on such topics as "Eight Useful Towel Selling Hints," "Give Customers Suggestions for Making Sheets Last Longer," and "Help Customers Get the Most for Their Money." It was liberally illustrated with photographs, and picture captions were used to show salespeople how to sell Cannon sheets and towels.

*Matrix Sales Tips* is particularly interesting because of its simplicity. It is mimeographed, so that it has all the appearance of a "flash sheet." The cost of production is negligible. These paragraph headings from a recent issue indicate the subjects covered and the way selling information on Matrix Shoes is sugar-coated with other, broader selling tips: Seven Thoughts for Shoe Salesmen; Shoe Rationing After Peace; Matrix Shoes Selling by

## What Will WORCESTER Buy

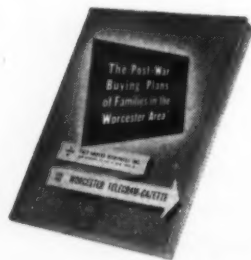


According to Fact Finders Associates, Inc. Survey

Of the 3014 families in Worcester, questioned by Fact Finders Associates, Inc., 29.2% plan to buy a new radio. 18.7% of these same families designated a preference of an F. M. receiver. In answer to a third question, 30.2% said they planned to buy a television set.

This study by Fact Finders Associates, Inc. "The Post War Buying Plans of Families in the Worcester Area" is packed with information, already widely circulated and closely studied. To

know Worcester's true market potentials, ask for a copy.



Blanket coverage of this market is available with the *Telegram-Gazette's* circulation: over 130,000 Daily, over 80,000 Sunday. City Zone Population 235,125. City and Retail Trading Zones 440,770.

# The TELEGRAM-GAZETTE WORCESTER, MASSACHUSETTS

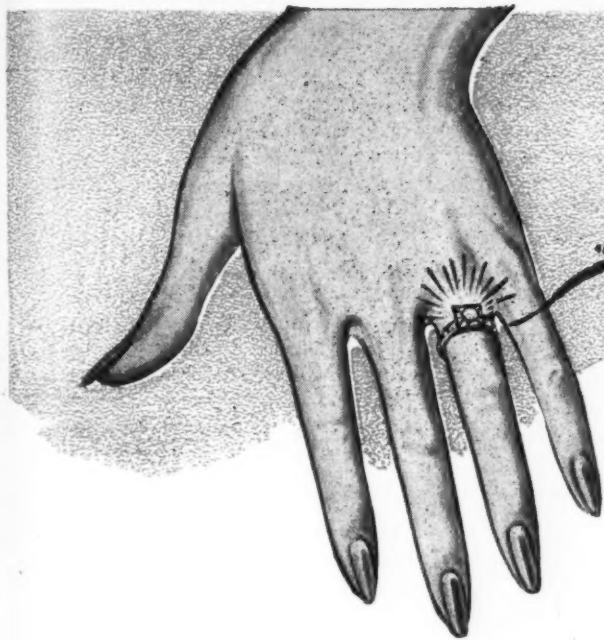
GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

What you put on her finger was...

**BILLIONS  
OF ERGS**



ERGS are measures of energy—and we're not referring to the energetic young man who made the girl say "Yes".

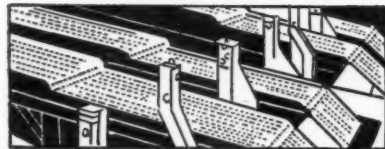
We mean the billions of ergs which, when *put to work*, were the *power* that produced that bit of jewelry—just as power produces everything that makes our civilization.

For power is the very thread of the fabric of our nation. It has made us invincible in war—and in peace. Without power, there would be but a shade of difference between us and the Hottentots.

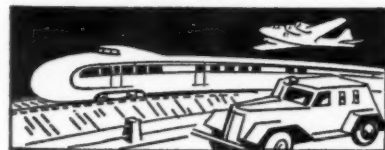
Consider the power applications that make a tiny bit of jewelry:



Power mines the ores and precious stones. It makes the mining machinery and pumps air to lower mine levels. It conveys ore to the smelter, refines it and readies it for manufacture.



Power crushes the gem-bearing ore and "samples" it—a pumping process that finds the gem "needle" in the ore "haystack". It conveys the rough gems through all stages of sorting and finishing and applies various processes to the gems.



Power rolls the precious metal, cuts, stamps, shapes, polishes it—and brings mounting and gem together. And—by train, plane and automobile—it distributes the finished jewelry to points of sale all over our nation.

Yes, even a "handicraft" product like a ring requires power applications reaching every phase of industry and utility.

And, all along the line, the POWER ENGINEER is the "power" that guides. No longer "the-man-in-the-powerhouse", he is the executive who, in 85 percent of all cases, buys his firm's power equipment—or is consulted before *anyone* buys anything that uses power.

The Power Engineer is also the man who reads POWER—25,071 of him—and POWER helps him make up his mind—and others' minds. Thus, POWER is *your* "in" where "in" is most important.



A MCGRAW-HILL PUBLICATION • 330 WEST 42nd STREET, NEW YORK 18

DECEMBER 1, 1944

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Remote Control; OPA Eases Paper Work.

But suppose you feel that it is impractical for you to issue a house magazine on a regular basis. Must you forego any follow-up of your training manual? Of course not. There are other ways to do the job.

The house publication is, after all, simply a device. It is a device for putting into the hands of retail salespeople, on a continuing basis, the facts about your product that you want them to have. A simpler, still more informal device to accomplish the same purpose is the Bulletin to Salespeople.

The differences between a bulletin

and a house publication are (1) the bulletin is not published regularly, as the house publication is, and (2) the bulletin is devoted solely to conveying the information about the product that is its reason for being.

The makers of Valincot wash dresses, for example, have as the basis of their promotional plan the production of special promotional numbers at regular intervals. These are nationally advertised, and are given considerable promotional attention by retailers. In order to put the necessary facts about each of these promotional numbers into the hands of retail salespeople, a special bulletin is prepared,

telling all about the dresses and how to sell them. This bulletin, accompanied by a reprint of the magazine advertisement and newspaper mats for store use, goes out with each shipment of the promotional dresses.

Similarly, the manufacturers of Margaret O'Brien Dresses for girls issue bulletins of information for salespeople with each new line of their dresses. The bulletin describes the selling points of the dresses in the line, and tells how to capitalize on the customer's interest in any pictures starring Margaret O'Brien that may be playing currently.

Should you start a house publication now? If you are thinking of something elaborate that would require a great deal of paper, the answer is probably no. It would be better to wait until the end of the war.

But why do it in such an elaborate way? Wartime salespeople are hungry for information about your product. Why not get it to them—in any way you can. It may be that the house publication you start now as a few mimeographed pages will later become an ambitious project on slick paper. But the important thing is to get it started, and now is definitely the time to do it.

## Be Sure your Schedule includes the **DIRECTORY ISSUE** of **POST EXCHANGE**

The February POST EXCHANGE will be the Fourth Annual Directory Number. This issue will be preserved and referred to throughout the year by the officers in charge of buying for PXs and Ships' Stores. It is these stores through which millions of dollars worth of products of every kind are bought by men of our Army, Navy, Marine Corps and Coast Guard organizations.

You want your product to be readily available to these good spenders, whose only convenient sources of supply are their PXs and Ships' Stores. Temporarily out of contact with civilian stores, these men and women will be the foundation of your postwar civilian market.

The way to get your product into the PXs and Ships' Service Stores is to bring it to the attention of the men who do the buying for these stores—men who look forward each month to their copy of POST EXCHANGE.

**JOT DOWN RIGHT NOW** on your list of Important Matters for Attention

*Include February Post Exchange  
Buyers' Directory Issue on that Schedule*

### POST WAR BUSINESS TOO

The PXs will continue to function as long as we have an Army, Navy, Marine Corps and Coast Guard. The officers who operate the PXs and Ships Service Stores are former civilian merchandisers. Their favorable impression of your product will keep on paying dividends after their return to civilian life.

Contact this office, or that of nearest representative . . . by mail, wire or phone.



# POST EXCHANGE

292 MADISON AVENUE, NEW YORK 17, N. Y.

WALTER W. MEERS  
101 Marietta  
ATLANTA 3, Georgia

SIMPSON REILLY, Inc.  
Garfield Building  
LOS ANGELES 14, California

SIMPSON REILLY, Inc.  
Russ Building  
SAN FRANCISCO 4, California

HARLEY L. WARD, Inc.  
360 N. Michigan Avenue  
CHICAGO 1, Illinois

FRED WRIGHT COMPANY  
915 Olive Street  
ST. LOUIS 1, Missouri



### WANTED— SALES MANAGER

Old established company doing \$2,000,000 business in normal times desires a sales manager. Must be a mechanical engineer with actual sales and responsible supervisory experience. Familiarity with the oil or machinery industries valuable. Write giving age, education, experience, salary and bonus desired. Write Box 2059, Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

# "The SOUTH is America's Economic Opportunity No.1"

*... says Donald Nelson*

**Extracts from a recent speech  
by the former chairman of WPB:**

"The South is no longer America's Economic Problem Number One, but America's Economic Opportunity Number One."

"I say flatly that the South cannot be prevented from moving swiftly into an era of industrial and social development that will astound the world."

"People who talk about the South of 1944 as if it were the South of 1939 or 1929 simply do not know the facts."

"In the Tennessee River Valley, from 1933 to 1943, per capita income rose 75 per cent as against 56 per cent for the nation."

"Southerners are earning more and buying more. Consumer surveys reveal that the variety of products wanted by Southern families is steadily increasing and indicate a great Southern post-war market for all kinds of consumer goods."

"The abundant Southern Agriculture, which is becoming ever more varied and scientific, cannot help but lead to new enterprise."



## The South Subscribes to The Progressive Farmer

**Advertising Offices: BIRMINGHAM, RALEIGH  
MEMPHIS, DALLAS, NEW YORK, CHICAGO**  
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles

# A Selected List of Information Sources for Business Men

This is Part II of a two-part compilation of basic reference sources such as bureaus and associations, year books, governmental organizations and trade manuals. Check through it carefully—it may lead you to a gold mine of useful facts of which you are unaware.

Compiled by  
**W. C. HANSEN**  
Market Analyst

## Latin America

Trade and Travels Publications, Ltd.,  
London, England  
South American Handbook (covers all  
Latin America), Annual.

## Manufactures

U. S. Bureau of Agricultural Chemistry  
& Engineering (Dept. of Agriculture)  
Naval Stores Report on Turpentine &  
Rosin, Semi-annual.  
U. S. Bureau of the Census  
(Dept. of Agriculture)  
Biennial Census of Manufactures.  
Cotton and Oils Reports—Semi-monthly,  
monthly, quarterly, and annually.

The current reports are summarized in the three annual bulletins: (1) Cotton Production in the U. S. by Crop Years, (2) Cotton Production & Distribution, and (3) Animal and Vegetable Fats and Oils.  
Cotton Ginning Machinery and Equipment, Quinquennial.  
Current Industrial Reports. 36 monthly reports, 8 quarterly, and 5 annual, presenting data for industries of commodities. Examples of these are: Raw Wool Consumption—Monthly, Automobiles—factory sales—Monthly Shipments of Mining and Industrial Locomotives — quarterly, Pulpwood Consumption and Wood-Pulp Production, annual.

U. S. Bureau of Internal Revenue  
(Treasury Dept.)  
Annual Report.  
(Data on tobacco manufactures and on production of alcohol and distilled spirits).  
Statistics of Income, Part II, annual.  
(Data compiled from corporation income and excess-profits tax returns and personal holding company returns).  
U. S. Federal Trade Commission  
Industrial Corporation Reports, Annual.  
(Survey comprising 76 industry reports and a summary).  
U. S. Securities and Exchange Commission  
Annual Report.  
Census of American Listed Corporations, 53 sections 1939.  
Survey of American Listed Corporations, 1940.

## Manufacturers

Journal of Commerce, New York  
Directory of New York State Manufacturers—  
Railroads—Utilities—Banks, Annual.  
Kelley Publishing Company,  
West Orange, N. J.  
Kelley's Directory of Merchants, Manufacturers and Shipping of the world.  
2 vols., Annual.  
Mac Rae Blue Book Co., Chicago  
Mac Rae's Blue Book, Annual.  
Thomas Publishing Co., New York  
Thomas Register of American Manufacturers, Annual.

## Marketing and Distribution

Hearst Magazine—Marketing Division,  
New York  
"Basis of Sales Quota Making"  
Contains regional marketing information, trading areas, etc.  
McGraw-Hill Publishing Co., New York  
"Industrial Distribution and Marketing," Annual.  
Contains statistical data on market for industrial products.  
Research Corp. of America, New York  
A Basic Marketing Chart of the U. S., Annual.  
Basic marketing data reported by states, geographic divisions over the U. S.  
Sales Management, New York  
Sales Management, 26 times a year.  
The "Annual Survey of Buying Power" contains considerable statistical data on regional markets.  
U. S. Board of Governors of the Federal Reserve System  
Federal Reserve Bulletin.  
Department store statistics.  
U. S. Bureau of the Census  
(Dept. of Commerce)  
Census of Business, Decennial.  
Retail Trade, Wholesale Trade, Distribution of Manufacturers' sales.  
Retail Sales of Independent Stores, Monthly.  
Reports for each of 34 states, 6 cities, and a summary.  
Retail Inventories, Independent Stores, Annual.

\* Part I of this reference list appeared in the November 15, 1944, issue of SM. Reprints of the entire list will be available about December 15th, at 5 cents each. Remittance with order, please.



Put your projector to work for the Sixth War Loan—contact your local War Bond Committee.

**VICTOR**  
16mm  
10

More than a great name in motion picture equipment

**...A WORLD-WIDE SERVICE**

EVERYWHERE and at all times—even in these hectic days—owners of Victor 16mm Motion Picture Equipment have found that the name "Victor" means even more than the best in construction and performance. Wherever Victor equipment is used, Victor and Victor distributors and dealers have kept available dependable service facilities and Victor parts. With thousands of Victor cameras and projectors going to the armed forces, Victor has even maintained a free factory training school for soldier and sailor service men so that Victor Equipment in far off corners of the world may always be ready for duty. And in the post-war years, Victor owners—schools, institutions, industries, business and private homes—are assured that the Victor Service Organization, staffed by highly trained men, will always be available.

## Victor Animatograph Corporation

Home Office and Factory: Davenport, Iowa  
New York (18) 330 W. 42d St. • Chicago (1) 188 W. Randolph



# Make **"NO JOB"** for an answer

## **—and who needn't—if your advertising convinces America's Wage Earners of the Security of Spending**

Here's a picture of tomorrow—peacetime tomorrow—a picture becoming increasingly clear to all of us every day.

Already we know that without jobs for all those anxious to work, America stands to lose everything it's working for and fighting for.

Yet, to *make* those jobs, peace must find a customer as big as war...big enough to consume (and pay for) *half as much again* as we produced in our best prewar year.

There *is* a customer in America that big... there is only one. He is himself capable of consuming and paying for the vast EXTRA amount of goods needed to maintain total employment.

That customer—important in the last generation, crucially important for the next—is Wage Earner America...the millions of working men and women whose *Spending* can BUY a sound, lasting prosperity...whose every dollar can match a dollar's worth of goods as it reaches

all the marketplaces throughout America.

And nothing can launch the avalanche of these saved-up Wage Earner billions like *confidence*.

And nothing in the whole knowledge of private enterprise can inspire confidence like advertising—not only the mere quantity of advertising to a goods-starved nation—but also the kind that transmits to the masses the faith of the leaders of industry—the kind that reassures Wage Earner America of the *Security of Spending*.

But the confidence that your advertising must produce can best be created by publications that themselves enjoy wide Wage Earner circulation and Wage Earner confidence.

These have been assets of Macfadden Publications for the past twenty-five years.

Pace-setters and opinion-leaders of the entire Wage Earner class, the Macfadden audience is indispensable to the success of every peacetime advertising program.

## **MACFADDEN PUBLICATIONS, Inc.**

**TRUE STORY • THE MACFADDEN WOMEN'S GROUP • THE MACFADDEN MEN'S GROUP**

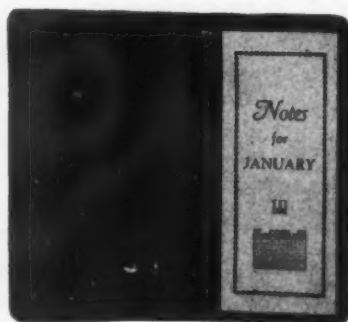
**REACHING ONE-HALF THE WAGE EARNER MAGAZINE READING FAMILIES**

DECEMBER 1, 1944

[123]

# Limited Quantity of These Popular POCKET-SECRETARIES

Available



*Wellington*

- Pocket on left for papers. Also zipper-locked pocket for currency on right—beneath memo pad.
- Comes with 12 refill pads. Each pad has complete 1945 calendar printed on top sheet—complete 1946 calendar is printed on reverse side of the same sheet.
- In black or brown sheepskin . . . black or brown goatskin . . . hazel domestic pigskin.
- Fillers for each year available at nominal cost.

Holding good will—or re-building it after a couple of years of saying “no” to inquiring customers—is going to be a bigger job than ever this coming year. The Pocket-Secretary is an advertising gift that’s unbeatable as a good will ambassador . . . different, smart-looking, practical . . . quality materials and workmanship throughout . . . a gift the recipient will keep as his own . . . with a re-fill feature that insures years of service and remembrance.

In genuine goatskin, pigskin and sheepskin throughout. Each individually boxed, tissue-wrapped. Customer’s ad or recipient’s name can be gold stamped on the leather.

**On orders received by December 10 — complete in every respect, including copy, etc.—shipment can be made before Christmas . . . before New Years if received by December 20.**

**WIRE OR PHONE FOR PRICES**

Handsome, practical gift for executive . . . Convention prize . . . Christmas Gift . . . Sales award

## ADVERTISING CORPORATION OF AMERICA

2 PARK AVENUE, NEW YORK, N. Y.

Factory: Easthampton, Mass.

Wholesalers’ Sales, Inventories, Stocks, Collections, and Accounts Receivable Monthly.

U. S. Bureau of Foreign and Domestic Commerce (Dept. of Commerce)  
Consumer Market Data Handbook, 1939  
Industrial Market Data Handbook, 1939  
Retail Credit Survey, Annual.

U. S. Bureau of Labor Statistics (Dept. of Labor)  
Retail Prices, Monthly.  
Wholesale Prices, Monthly.

### Metals and Minerals

American Bureau of Metal Statistics, New York  
Year Book.

American Iron and Steel Institute, New York  
Annual Statistical Report.

American Metal Market, New York  
Metal Statistics, Annual.

American Petroleum Institute, New York  
Petroleum Facts and Figures, Annual.

McGraw-Hill Publishing Co., New York  
The Mineral Industry, Annual.

Handy and Harmon, New York  
The Silver Market, Annual.

U. S. Bureau of the Census (Dept. of Commerce)  
Census of Mineral Industries, Decennial.  
Census of Manufactures, Biennial.

U. S. Bureau of Mines (Dept. of Interior)

Mineral Industry Surveys. Weekly, monthly, quarterly, or annual reports on production, stocks, consumption, shipments, and similar data relating to minerals. Examples of these reports are: Weekly Crude Oil Stock Report, Monthly Gypsum Report, Foreign Minerals Quarterly, Annual Petroleum Statement, etc.

Minerals Yearbook & Min. Market Statistics & Surveys, Annual.

U. S. Bituminous Coal Division (Dept. of the Interior).  
Distribution of Coal Shipments, Monthly.

Preliminary Estimates of Production of Coal and Coke, Monthly.  
Weekly Coal Report.

### Money and Finance

(See also Banks and Banking)

American Bankers’ Association, New York  
Condition and Operation of State Banks, Annual.

Savings Deposits & Depositors, Annual.  
New York Stock Exchange, New York  
Year Book, Annual.

U. S. Board of Governors of the Federal Reserve System  
Annual Report.

Federal Reserve Bulletin, Monthly.

U. S. Building and Loan League (Not a government agency) Chicago  
Secretary’s Annual Report.

U. S. Bureau of Agricultural Economics (Dept. of Agriculture)  
Agricultural Finance Review, Semi-annual.

Estimated Total Farm Mortgage Debt, Annual.

U. S. Bureau of the Census (Dept. of Commerce)

Census of Business, 1935, Banks, Financial Institutions, other than banks, Insurance.

Census of Business, 1939, Sales Finance Companies.

Census of Housing, 1940, Mortgage data.

Consumers COAST-TO-COAST Reveal...








WHY THEY PREFER

# BUYING PRODUCTS IN CANS

## HERE ARE THE 5 MAJOR REASONS

HOUSEWIVES GAVE IN RECENT NATION-WIDE SURVEY

-  **Cans are safer!** They don't break, chip, split, leak or tear.
-  **Cans protect health!** Products in cans keep better, longer.
-  **Cans protect product quality!** Cans protect products from air and light—prevent discoloring and deterioration.
-  **Cans are more convenient!** They're easier to handle, to store, to open, to dispose of after use.
-  **... And they're more economical!** Cans are less expensive.

**SO YOU,** in planning your post-war packaging, can take advantage of these proved consumer preferences . . . and plan now to pack your product in that familiar, well-liked container, the steel-and-tin can!

\* \* \* \* \*

### BIG ADVERTISEMENTS IN FULL COLOR BOOST PUBLIC PREFERENCE FOR CANS

Every month more than 30,000,000 printed messages—full pages in full color—are reminding consumers of the many advantages of cans.

The forceful and convincing sales story of the steel-and-tin container reaches most American families through leading Sunday newspaper supplements and the ten great national magazines shown here.



CAN MANUFACTURERS' INSTITUTE, INC., NEW YORK

NO OTHER CONTAINER PROTECTS  LIKE THE CAN

**DEALERS WILL GET YOUR  
STORY IN THE  
BUFFALO  
COURIER-EXPRESS**

Sell them and consumers at the same time by advertising in the daily and Sunday editions.

Write for map showing territory, population, coverage, etc.

**Buffalo  
COURIER  
EXPRESS**

Only Morning and Sunday  
Newspaper in Buffalo

**PARDON US  
Some New Customers  
Are Waiting For You  
if your business is in something  
to eat or drink**

... or something to wear, or just about anything. Here's a market that really responds to the "invitation to buy." For the Negro looks to his race press with confidence and loyalty. Your advertising in these papers can win the response and regular patronage of this 7 billion dollar market. Get the facts on some of the success stories built by advertising in this live field. Drop a letter or post card today to

**Interstate United Newspapers, Inc.  
545 FIFTH AVENUE, NEW YORK**

*Another Reason Why*

"No Burton Browne client has a competitor with better advertising..."

**FRANK WALSH**... Account Executive. Seven years with Sears, Roebuck and Co. as copy chief, national retail store planning division; originator and producer of major sales promotion and merchandising ideas for the company's more than 600 stores.



**BURTON BROWNE**

Advertising

150 E. SUPERIOR ST., CHICAGO 11 • DEL. 3800

**MO.  
ST. LOUIS**

**HOTEL  
Lennox** *In the center  
of things*

**U. S. Bureau of the Mint  
(Treasury Department)**  
Annual Report.

**U. S. Comptroller of the Currency  
(Treasury Department)**  
Annual Report.

**U. S. Farm Credit Administration  
(Dept. of Agriculture)**  
Annual Report.  
Farm Credit Quarterly.  
Quarterly Report of Loans and Dis-  
counts.

**U. S. Federal Deposit Insurance Corpora-  
tion**  
Annual Report.

**U. S. Federal Home Loan Bank Board**  
Annual Report.  
Trends in the Savings and Loan Field,  
Annual.

**U. S. Federal Housing Administration**  
Annual Report, Mortgage data.

**U. S. Post Office Department**  
Operations of the Postal Savings Sys-  
tem, Annual.

**U. S. Securities and Exchange Commis-  
sion**  
Annual Report.  
Selected Statistics on Securities & Ex-  
change Markets, 1939.

**U. S. Treasury Department**  
Annual Report.  
Bulletin of the Treasury Dept., Month-  
ly.  
Daily Statement of the U. S. Treasury.

**Petroleum**

(Refer also to Metals & Minerals)

**American Petroleum Institute, New York**  
Petroleum Facts and Figures, Annual.

**U. S. Interstate Commerce Commission**  
Statistics of Oil Line Companies, An-  
nual.

**Plastics**

**Plastics Catalog Corporation, New York**  
Plastics Catalog, Annual.

**Public Utilities**

**American Gas Association, New York**  
Annual Statistics of the Manufactured  
Gas Industry, Annual.  
Annual Statistics of the Natural Gas  
Industry, Annual.

**American Telephone & Telegraph Co.,  
New York**  
Telephone and Telegraph Statistics of  
the World, Annual.

**American Trucking Associations, Inc.,  
New York**

Truck Loading Report, Monthly.

**Edison Electric Institute, New York**  
Annual Statistical Bulletin.  
Edison Electric Institute Bulletin,  
Monthly.

**National Association of Motor Bus Op-  
erators, Washington, D. C.**  
Bus Facts, Annual.  
Transit Journal, Monthly.

**U. S. Federal Communications Commis-  
sion**  
Annual Report.

**U. S. Federal Power Commission**  
Electric Power Production, 48 monthly  
& 3 annual.  
Electric Power Statistics, Annual.  
National Electric Rate Book, Annual.  
Statistics of Electric Utilities in the  
U. S., Annual.

**U. S. Inland Waterways Corporation  
(Dept. of Commerce)**  
Annual Report.

**U. S. Post Office Department**  
Annual Report.

**U. S. Rural Electrification Administra-  
tion (Dept. of Agriculture)**  
Annual Report.  
Rural Electrification News, Monthly.

**Railroads**

**Association of American Railroads,  
Washington, D. C.**

Car Surplus and Car Shortage Report,  
Semi-monthly.

Condition of Cars and Locomotives,  
Monthly.

Revenue Freight Loaded & Received  
from Connections, Weekly.

Statistics of Railways of Class I, U. S.,  
Annual.

The Association also maintains a very  
extensive railroad library which is  
open to the public.

**Brooks Earnings Indicator, New York**  
Balance Sheet Supplement, Monthly.  
Carloadings Supplement, Monthly.  
Railroad Mortgage Table, Monthly.  
Reorganization Supplement.

**Eastern Railroad Presidents' Conference,  
Committee on Public Relations, New  
York**

A Yearbook of Railroad Information,  
Annual.

**U. S. Interstate Commerce Commission**  
Freight Commodity Statistics, Class I  
Steam Railways, Annual.

Revenues, Expenses & Statistics of Class  
I.

Motor Carriers of Property, Quarter-  
ly.

Revenues, Expenses & Statistics of Class  
I

Motor Carriers of Passengers, Quar-  
terly.

Statistics of Railways in the U. S., An-  
nual.

**White and Kemble, New York**  
Atlas & Digest of Railroad Mortgages.

**Sugar**

(Refer also to Agriculture)

**Clarence W. Bitting, New York**  
Occasional releases on sugar economies.

**Farr and Co., New York**  
Manual of Sugar Companies, Annual.

**New York Coffee and Sugar Exchange,  
New York**

Statistical Department Releases.

**Taxes—Taxation**

**Tax Foundation, Inc., New York**

Tax Front, Monthly.

Tax Review, Monthly.

Various pamphlets and reports.

**Tax Institute, Philadelphia**  
Annual Compilation of Tax Yields by  
States, Annual.

Annual Symposium Papers, Annual.

Occasional pamphlets.

Taxes for Democracy, Semi-monthly.

Tax policy, Monthly.

**Tax Research Institute, Chicago**  
Tax Systems of the World (Published  
by Commerce Clearing House), An-  
nual.

**Tax Services**  
Alexander Tax Service, New York.

Commerce Clearing House, Chicago.

Doree Publishing Co., Syracuse.

Prentice-Hall, Inc., New York.

Research Institute of America, New  
York.

**Textiles**

**U. S. Textile Foundation, Inc.  
(Dept. of Commerce)**

Various economic studies pertaining to  
textiles.

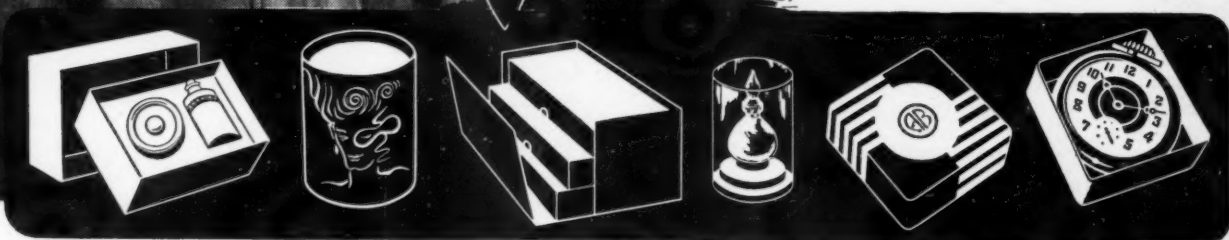
# CUSTOM-BUILT

# for Style

Probably no other factor is more important in the field of merchandising than the style and design of your package. Set-up paper boxes, because they are 'custom-built' can be designed to bring new eye-appeal to your package . . . new sales appeal to your product.

Set-up paper boxes can be strongly recommended for qualities other than style. They have greater strength and rugged durability. They are easier to pack and give better product protection. They insure shipping economy because of light weight, retain product identity . . . and are tailored to fit!

Why not consult your set-up paper box manufacturer? He will be glad to assist you with your packaging problem . . . help you to take advantage of that 'custom-built' quality that is characteristic of set-up paper boxes . . . and only set-up paper boxes.



BALTIMORE, MD. \* Maryland Paper Box Co. \* BOSTON, MASS. \* Bicknell & Fuller Paper Box Co. \* BROOKLYN, N. Y. \* E. J. Trum Co., Inc. \* BUFFALO, N. Y. \* Thomas Paper Box Co., Inc. \* CHARLOTTE, N. C. \* Old Dominion Box Co. \* CHICAGO, ILL. \* Kroeck Paper Box Co. \* COLUMBUS, OHIO \* Columbus Paper Box Co. \* DANVERS, MASS. \* Friend Paper Box Co. \* FORT WAYNE, IND. \* Wayne Paper Box & Printing Corp. \* HOBOKEN, N. J. \* Shoup-Owens, Inc. \* KANSAS CITY, MO. \* Crook Paper Box Co. \* LOUISVILLE, KY. \* Finger Paper Box Co. \* Kentucky Paper Box Co. \* LOS ANGELES, CAL. \* C. W. Hering \* MERIDEN, CONN. \* Shaw Paper Box Co. \* NEWARK, N. J. \* Mooney & Mooney \* Newark Paper Box Co. \* NEW YORK, N. Y. \* A. Dorfman Co. \* PAWTUCKET, R. I. \* Shaw Paper Box Co. \* PHILADELPHIA, PA. \* Datz Mfg. Co. \* Walter P. Miller Co., Inc. \* Edwin J. Schaeffle Co. \* Geo. H. Snyder, Inc. \* Sproles & Allen, Inc. \* PORTLAND, ME. \* Cosco Paper Box Co. \* PROVIDENCE, R. I. \* Hope Paper Box Co. \* Taylor Paper Box Co. \* ROCKFORD, ILL. \* Paul Bennett Paper Boxes, Inc. \* SEATTLE, WASH. \* Puget Sound Paper Box Co. \* Union Paper Box Mfg. Co. \* SOMERVILLE, MASS. \* Consolidated Paper Box Co. \* ST. LOUIS, MO. \* Great Western Paper Box Co. \* Moser Paper Box Co. \* F. J. Schleicher Paper Box Co. \* Service Paper Box Co. \* UTICA, N. Y. \* Utica Box Co., Inc. \* WATERTOWN, WIS. \* Ira L. Henry Company \* WILMINGTON, DEL. \* Wilmington Paper Box Co. \* TORONTO, CANADA \* The Fielder Paper Box Co., Ltd. \* COOPERATING SUPPLIERS: Appleton Coated Paper Company \* Blackstone Glazed Paper Company \* Bradner Smith & Co. \* Louis Dejonge & Co. \* Globe Mfg. Co. \* Hampden Glazed Paper & Card Co. \* Hartford City Paper Co. \* Hazen Paper Company \* Holyoke Card & Paper Co. \* Hughes & Hoffman Company \* Lachman-Navasol Paper Co. \* Marvellum Company \* Matthias Paper Corp. \* Nashua Gummed & Coated Paper Co. \* Pejepscot Paper Co. \* Plastic Coating Corp. \* Racquette River Paper Co. \* Stokes & Smith Co.



The Master Craftsmen of the

## NATIONAL PAPER BOX MANUFACTURERS Association

FOR INFORMATION OR SERVICE \* CONSULT THE NEAREST SET-UP BOX MANUFACTURER LISTED ABOVE

DECEMBER 1, 1944

[127]



Leslie G. Moseley, J. Hugh E. Davis, and Harold Webber, (l to r) all of Chicago, all newly elected v.p.'s of Foote, Cone and Belding.

## Media & Agency News

### A.N.P.A.'s Million-Dollar Fund

Members of the Bureau of Advertising of the American Newspaper Publishers Association are considering a proposal to increase the yearly budget to one million dollars so that the newspaper industry may be well equipped to join in the heavy post-war competition for the advertising dollar.

About six years ago the operations of the Bureau of Advertising were advanced from a budget just under \$1,000 to its present operation of about \$400,000 annual revenue. The members of the special committee appointed by the A.N.P.A. to study post-war problems are in agreement that the amount of advertising which newspapers will receive during the post-war period will be influenced greatly by the collective action of newspaper publishers, and the proposal for an increased budget is designed to meet post-war competition realistically in an aggressive manner.

If 80% of the members vote for the proposal, the Bureau will greatly expand its sales staff, enlarge the research and promotion department, conduct an aggressive campaign in business papers; develop motion pictures and other media to present the story of the newspaper as both an advertising medium and a social service, and install a special retail advertising department.

### Newspapers

Walter E. Christenson, editor of *The World-Herald*, Omaha, has been elected vice-president of the World Publishing Co., publishers of the paper. He is also a member of the board of directors.

Arthur McAnnaly is named to the post of director of business promotion of the National Advertising Department of the Scripps-Howard Newspapers . . . *The Wall Street Journal* has sent out special editions of the paper to show that more than three-quarters (76.8%) of the advertisements were devoted to selling product or service during the past six months—an increase of 50.36% over April. War copy, interestingly, dropped from 21.98% in April to 12.2% in September. Analysis of the April advertisements was made by C. Franklin Brown—for September by the paper itself.

### Agencies

Foote, Cone & Belding announce the appointment of four men to the vice-presidency: J. Hugh E. Davis, Harold H. Webber, and Leslie G. Moseley, all of Chicago, and Jack Smock of the Los Angeles office . . . Several other agencies have elected new vice-presidents—Garrit Lydecker is appointed to that position at Young & Rubicam, Bruno W. Randolph is named as a v.-p., for Peck Advertising Agency, Inc., and J. Walter Goldstein has joined Olian Advertising Co., St. Louis, in the same capacity.

Baldwin Garretson, formerly staff correspondent of *The Christian Science Monitor* is leaving to affiliate with St. George and Keyes, Inc., as assistant public relations director of that agency . . . Earl Baldwin Thomas joins Fuller & Smith & Ross, Inc., as an account executive . . . Stanton P. Nickerson is re-opening The Bermuda News Bureau, suspended in 1941, for N. W. Ayer & Son, Inc., and plans are being made for newspaper and

magazine advertising after the war. Mr. Nickerson will be at the head of the Ayer office in Bermuda.

\* \* \*

Returning to his job at the San Francisco office of J. Walter Thompson Co., as Pacific Coast manager, is Arthur C. Farlow, who has been in the Army for nearly three years. Rene Jeanneret, of the Antwerp office of J. Walter Thompson Co., who has been acting as the company's Geneva correspondent since the occupation of Antwerp by the Germans, is awaiting permission by authorities, to return to Antwerp and re-open the office . . . William R. Kinnaird is joining Needham, Louis and Brorby, Inc., Chicago, as an account executive.

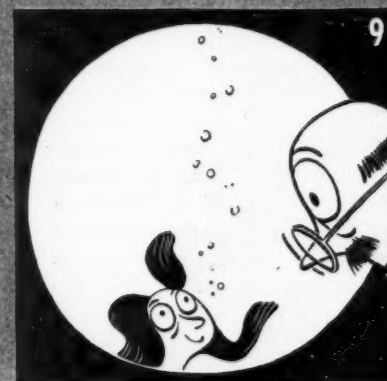
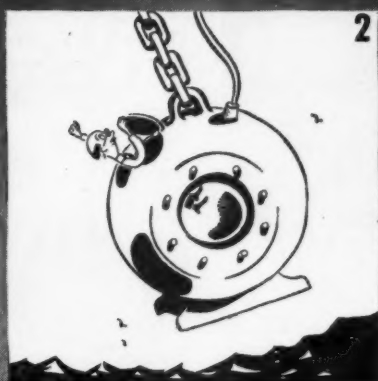
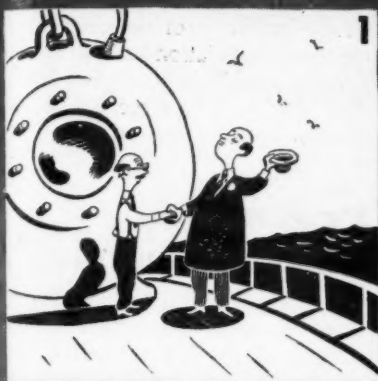
Edward J. Rosenwald, until recently advertising manager of Plough, Inc., Memphis, is affiliating with the Biow Co., Inc., in an executive capacity . . . John M. O'Dea has taken up his duties as account executive with Evans Associates, Inc., Chicago . . . Arthur C. Scheifle, for the past three years executive-secretary of the Huron-Clinton Metropolitan Authority, is resigning to join the staff of Grace & Bement, Inc., Detroit.

### Accounts

Ronrico Rums to Grant Advertising, Inc., Miami . . . Tomlinson of High Point, manufacturers of furniture, to Abbott Kimball Co., Inc. . . . Delco Appliance Division of General Motors Corp., to Hutchins Advertising Co., Inc. . . . Fawcett Publications, Inc., to McCann-Erickson, Inc., and L. E. McGivena & Co., Inc. . . . Domestic Sewing Machine Co., Chicago, to Fuller & Smith & Ross, Inc. . . . Chicago and Eastern Illinois Railroad Co., to Charles Daniel Frey Advertising Agency . . . Unicorn Press, publishers of Funk and Wagnall's new Standard Encyclopedia, to Franklin Bruck Advertising Corp. . . . Harry Winston, diamonds and rare jewels, owners of the Jonker diamond, to Willard B. Golovin Co., New York City . . . Williams Oil-O-Matic Heating Corp., to Stewart, Hanford & Casler, Inc., Rochester.

### Radio

Recently the Cooperative Analysis of Broadcasting enlarged its interviewing schedule for national ratings to 81 U. S. cities of 50,000 population or over. The expansion jacked up the calls to 6,000,000 a year. Now the CAB announces details of a new series of reports covering the 81 cities and approximately 300 radio stations. As a further step in its new series, CAB will break down a total of 1-



There are more booklets, folders, letters, and other printed sales material waiting to be written, designed and revamped than ever before in business history. May we give you a foresighted nudge to say it's getting past time to start conversion of your promotional material for postwar. Other outfits might help in making your stuff pretty-pretty. But if Dickie-Raymond works with you, you automatically get the combined experience of a large organization of people who have specialized for 23 years in all phases of direct advertising and related promotion, who can give you basic thinking, tested techniques, and sales promotion knowledge you just couldn't expect elsewhere. Naturally, there's a consideration involved—but it's on a pre-arranged fee basis, governed by work to be done. What have you in mind?

*Dickie-Raymond, Inc.*

521 FIFTH AVENUE, NEW YORK 17 • MUrray Hill 2-5330  
80 BROAD STREET, BOSTON 10 • HANcuck 3360

000,000 calls each two months by each of the 81 cities in which it interviews and will release six of these million-call reports each year. Each report will cover a different two-month interviewing span.

The reports, containing nearly 90 pages each, will include a comparison of the total volume of radio listening in each of the cities with each other and with a national average.

\* \* \*

Appointments: Chesser M. Campbell, as a director of the Mutual Broadcasting System . . . Robert J. Savage, formerly assistant director of merchandising, as director of sales promotion of station WLW. At the same station, Richard Fanning from manager of the Grocery Division of the Merchandising Department, to director of grocery trade relations . . . Charles H. B. Vaill as promotion director of station WEAJ . . . Frank Samuels as manager of the Blue Network's Western Division . . . Fred A. Perry as sales promotion manager of WOAI . . . Dr. Peter C. Goldnark with the new title of director of engineering research and development, at CBS; William B. Lodge as director of general engineering at the same network . . . Charles Holden as manager of studio operations at WCBW, key CBS television outlet . . . Wendell Williams as program manager for NBC-KPO . . . Ralph D. Kanna as WHTD station manager . . . Webster L. Benham, Jr., as sales promotion manager and public relations director at KOMA . . . Harold E. Fellows as manager of New England operations for C. B. S.

## Magazines

Of great interest is *Woman's Home Companion's* inauguration of a new department of the magazine, *The Junior Companion*—actually a magazine within the magazine. The feature will appear for the first time in the December issue and will contain a variety of departments of interest to readers in the age group 16-22. *The Junior Companion*, following close on the heels of the new publication, *Seventeen*, devoted to teen-agers, will have its own cover and will contain many of the old features devoted to younger readers, which the *Companion* has previously contained but which were scattered throughout the book.

\* \* \*

Glover M. Young is announced by Ideal Women's Group as its director of advertising. Mr. Young was for many years on the Chicago staff of *Good Housekeeping* . . . Named as advertising director for *The American Home Magazine* is Warren Agry.

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HAROLD E. FELLOWS, manager of New England operations for CBS.



ROBERT J. SAVAGE, director of sales promotion for station WLW.



FRED A. PERRY is made director of sales promotion, station WOAI.



WARREN AGRY, new advertising director for *The American Home* magazine.



GLOVER M. YOUNG, director of advertising for Ideal Women's Group.

## Business Papers

Announcement is made of the appointment of Stacy May as assistant to the president and company economist of McGraw-Hill Publishing Co., New York City. Mr. May has served as director of planning and research activities of the WPB since 1940. In 1941 he went to England as special representative of the War Department, to assemble and consolidate data on British and American war production in order to achieve full coordination of the productive resources of the two nations. McGraw-Hill announces, at the same time, the appointment of Oscar Leiding as managing editor of *Air Transport* . . . The first issue of a new monthly magazine, *The American Vocational Journal*, will be published in January.

The new magazine is an expansion of the former quarterly publication of the American Vocational Association called the *AVA Journal and News Bulletin*. Don Layman will be in charge of publishing services for the magazine.

## Promotion

### 3 Midwest Radio Reports

WCCO, Minneapolis, St. Paul, has issued a promotion piece which is pleasing to the eye as well as to the ear. To tell its story, a story of 20 years' service to the Northwest, the station has used, on every page, a photograph of some section of the farming country that hears it, or some special service the station offers, with explanatory copy between pictures. Result—a clear idea of the activities of WCCO, and an even clearer one of the people to whom it sends.

The Central Broadcasting Co., Des Moines, is distributing the 1944 Iowa Radio Audience Survey, the book being a comprehensive study of the listening habits of Iowa's radio audiences—station preferences, number of hours-listened per capita, program preferences, city audience figures and preferences versus country, and reasons-why for all of it. The book is a gold mine to prospective Iowa advertisers.

A similar study for Kansas was prepared by Dr. F. L. Whan, University of Wichita, for WIBW, Topeka, and KCKN, Kansas City. It has one advantage: It has a visibly-arranged index, broken down into Survey Areas, Radio Sets in Homes, Station Preferences, Listening Habits and Hours, Program Preferences, and an appendix.

### Good Housekeeping Report

*Good Housekeeping* is getting out its third report of Continuing Study of Women's Magazine Audiences.

The magazine is proud that it is first to take a definite stand on the much-discussed question of whether to project or not to project the results of sampling jobs. Feeling that the answer lay not wholly with the magazine itself, but also with the professional research people who have not heretofore taken a definite position, they pushed home the issue, and the Magazine Audience Group, who has counseled them on this job and on previous ones, took a stand. This study initiates the application of this innovation to audience studies.

The study itself contains an Audience Breakdown—by age, by locations (both geographically and by size of community), projections, and results.

SALES MANAGEMENT

# the national advertisers who PINNED-UP HAWAII ON THEIR SALES MAPS

*Since Pearl Harbor, these companies have kept their flags flying in Hawaii with advertising in the Honolulu Star-Bulletin — which has over 150,000 daily circulation, and a carrier delivery to 9 out of 10 homes in Honolulu*



LUFT CO., GEORGE W.  
Tangee  
MAIDEN FORM BRASSIERES CO.  
M. J. B. COMPANY  
MANY, BLANC & CO.  
DuBouché  
MATSON NAVIGATION  
COMPANY  
MENNEN COMPANY, THE  
MENTHOLATUM COMPANY  
MILES LABORATORIES, INC., DR.  
Alka-Seltzer  
One-A-Day  
MILLER BREWING CO., LTD.  
MORGAN'S SONS CO., ENOCH  
Sapolio  
MORRIS CO., LTD., INC., PHILIP  
Philip Morris Cigarettes  
MURINE COMPANY  
MUSTEROLE COMPANY  
NATIONAL CARBON CO., INC.  
Eveready Flashlights & Batteries  
NATIONAL CASH REGISTER  
COMPANY  
NATIONAL DISTILLERS  
PRODUCTS CORP.  
Old Grand-dad & Old Taylor  
NESTLE'S MILK PRODUCTS, INC.  
Alpine Milk and Coffee  
Nescafe  
NEW ENGLAND MUTUAL LIFE  
INSURANCE CO. OF BOSTON  
NEW YORK LIFE INSURANCE  
COMPANY  
NORTHAM WARREN SALES  
CO., INC.  
Cutex  
Odorono Deodorant  
Peggy Sage Nail Polish  
NORWICH PHARMACAL  
COMPANY  
NOXZEMA CHEMICAL COMPANY  
PABST SALES COMPANY  
PACIFIC GREYHOUND LINES  
PACKARD MOTORS EXPORT  
CORPORATION  
PAN AMERICAN AIRWAYS  
PARKER PEN CO., THE  
Pens & Quink  
PEPSODENT COMPANY, THE  
PERKINS PRODUCTS COMPANY  
Kool-Aid  
PET MILK SALES CORPORATION  
PETRI WINE COMPANY

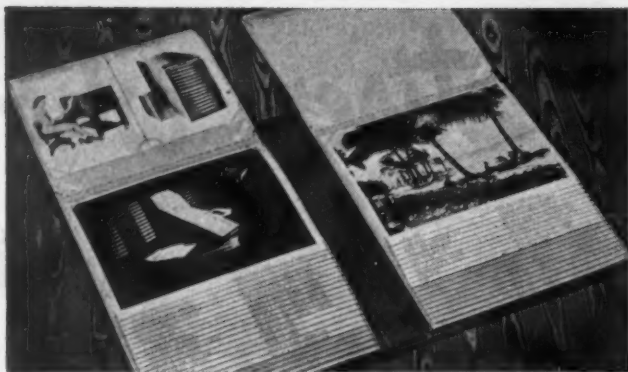
PHILCO CORPORATION  
PINKHAM MEDICINE CO.,  
LYDIA E.  
PROCTER & GAMBLE COMPANY  
Camay  
Crisco  
Oxydol  
PUREX CORPORATION, LTD.  
QUAKER OATS CO., THE  
RADIO CORPORATION OF  
AMERICA  
RAINIER BREWING COMPANY  
RECKITT & COLMAN, LTD.  
Colman's Mustard  
Magic Blue  
REGAL AMBER BREWING  
COMPANY  
RESINOL CHEMICAL CO.  
REVLON PRODUCTS  
CORPORATION  
REYNOLDS TOBACCO CO., R. J.  
Camels  
ROMA WINE COMPANY  
SALES BUILDERS, INC.  
Max Factor Cosmetics  
SCHENLEY INTERNATIONAL CORP.  
SCHILLING & CO., A.  
SCHLITZ BREWING CO., JOS.  
SHEAFFER PEN CO., W. A.  
SHELL OIL COMPANY

SHERWIN-WILLIAMS COMPANY  
SOUTHERN PACIFIC RAILWAY  
SPERRY CORPORATION  
SPERRY FLOUR COMPANY  
STANDARD BRANDS, INC.  
Fleischmann's Yeast  
STANDARD OIL CO. OF  
CALIFORNIA  
STEIN & CO., A.  
STERLING PRODUCTS  
INTERNATIONAL  
Bayer Aspirin  
Castoria  
Dr. Lyons Tooth Powder  
Phillips Milk of Magnesia  
Watson's Mulsified Coconut  
Oil Shampoo  
STUDEBAKER CORPORATION  
SWIFT & COMPANY  
TEA GARDEN PRODUCTS  
COMPANY  
TOBACCO BY-PRODUCTS  
& CHEMICAL CORP.  
Black Leaf "40"  
TRYCO COMPANY  
UNION BANK & TRUST CO.,  
OF LOS ANGELES  
UNION OIL COMPANY  
UNION PACIFIC SYSTEM

UNITED AIR LINES  
UNITED AIRCRAFT CORPORATION  
U. S. RUBBER COMPANY  
UNITED STATES STEEL  
CORPORATION  
U. S. TOBACCO COMPANY  
Model Smoking Tobacco  
VAN CAMP SEA FOODS, INC.  
VICK CHEMICAL COMPANY  
WANDER COMPANY, THE  
Oyaltine  
WARNER BROS. CO., THE  
Le Gant Corsets  
WECO PRODUCTS COMPANY  
Dr. West's Tooth Brush  
WELCH GRAPE JUICE CO., THE  
WESSON OIL & SNOWDRIFT  
SALES CO., INC.  
WESTCLOX  
WESTINGHOUSE ELECTRIC  
& MFG. COMPANY  
WILCO COMPANY  
Bif Fly Spray  
Van's Shoe Dressing  
WILDROOT COMPANY, INC.  
WILLIAMS CO., THE J. B.  
Williams Shaving Preparations  
WILLYS EXPORT CORPORATION  
WINE ADVISORY BOARD

**Honolulu Star-Bulletin**  
OVER 150,000 DAILY CIRCULATION

FOR INFORMATION REGARDING SALES REPRESENTATIVES AND DISTRIBUTORS IN HAWAII,  
WRITE TO SPECIAL SERVICE DEPARTMENT, HONOLULU STAR-BULLETIN, HONOLULU T. H.,  
OR O'MARA & ORMSBEE, INC., NEW YORK, CHICAGO, DETROIT, SAN FRANCISCO, LOS ANGELES



**"PHOTODEX" SALES AID:** Beautifully bound in rich genuine leather, this album opens like a book to lie flat on a desk. Fifty visible pockets have a capacity of 100 8" x 10" prints or 200 5" x 7" photos, or any desired combination of the two sizes. No adhesives are needed to secure photos. Product of Acme Visible Records, Inc.



**COLOR TELLS THE FLAVOR:** While there's uniformity in the new package design for Joy Cake Mix, each of the four flavors, chocolate, vanilla, orange and lemon comes in a specially colored box. Joy Cake Mix is made by the Cramer Products Co., New York City.

## Designing to Sell



**NEW STEAM IRON:** This automatic electric steam iron differs from others in that it distributes a horizontal sheath of steam over the entire ironing surface, giving more complete protection. It is manufactured by The Silex Co., Hartford, Conn.



**LABELS WITH HUMAN APPEAL:** The "Snider" folks are now featured on all the labels of the products of Birds-Eye-Snider, Inc. Colorfully illustrated, these characters express the good cooking commonly associated with farm kitchens. Every label gives full product information as well as recipes.

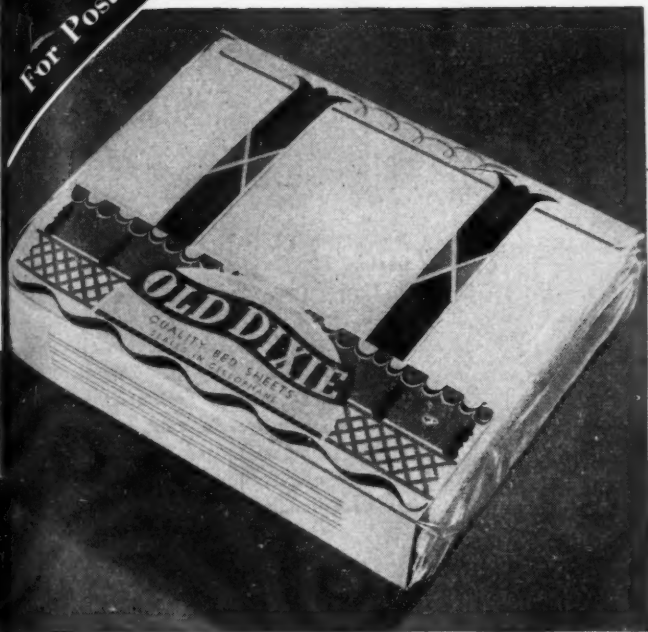


**"COMMANDER-IN-CHIEF" RADIO SET:** Admiral Corp., Chicago present its newest model. The one cabinet houses such features as television with a 5 1/2" x 8" image, FM reception, short wave, phonograph with automatic record changer, slide-away, record storage, and home recording apparatus. It is claimed that this is the first time in radio history that a set has combined all six.

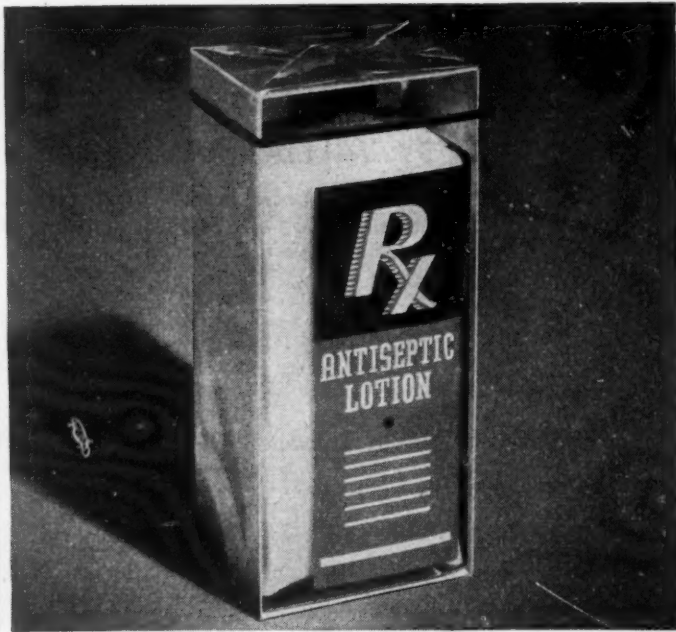
## Idea Corner

For Postwar Package Planners

### SHEETS THAT TALK... LOTIONS THAT LURE... BEANS THAT REMIND...



**IDEA NO. 1** Visibility plus informative labeling lets the product do the talking... encourages self-selection. When sheets tell a fast, fresh story, watch the shoppers stop to buy.



**IDEA NO. 2** Here's sparkling transparency to lure the shopper's glance... no carton to block visibility. In addition to protection against breakage, bottles will stack for a better display.



**IDEA NO. 3** "Beans tonight"—this package flashes its message to the shopper. Sales step up when the shopper is reminded to buy. Speaking of convenience—this bag has a special closure, making it easy to open.



#### Basic Trends of Postwar Merchandising

Here are six fundamentals that will help to lower postwar distribution costs and speed up turnover. Use them to check your postwar package plans.

- 1. SELF-SERVICE:** Emphasis on self-selection and display value.
- 2. CONVENIENCE:** Size, shape, quantity, ease of use are predominant factors.
- 3. INFORMATIVE LABELING:** Need for concise information, terse selling message.
- 4. IMPULSE BUYING:** A high percentage of all buying done on impulse.
- 5. PROTECTION:** Adequate protection geared to rapid turnover.
- 6. VISIBILITY:** 85% of all buying done through the eyes. Visibility of primary importance in the package of the future.

Would you like to see more postwar packaging ideas? Just write: E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington, Del

## Du Pont Cellophane

Better Things for Better Living... Through Chemistry

**VISIBILITY... a powerful force in modern merchandising**

# OPPORTUNITY

## For Pro and Con Discussions

BY WILLIAM BENTON

Vice-President, University of Chicago, and  
Vice-Chairman of Board of Trustees, the Committee  
for Economic Development



Since resigning as Board Chairman of the Benton and Bowles Advertising Agency in 1936—at age 36—Mr. Benton has devoted himself to education and to economics. He is Vice-President of The University of Chicago; Vice-Chairman of the Board of Trustees of the Committee for Economic Development, which he helped to organize; and Board Chairman of Encyclopaedia Britannica and Encyclopaedia Britannica Films.

**The First Law of Conversation, says an economist friend of mine, is this: Cheap Talk tends to drive out Good Talk.**

**I**F I believed this paraphrase of Gresham's famous dictum about money, I would despair of democracy. Democracy proceeds by endless conversation, discussion and debate. The better the discussion and debate, the less the danger of rule by force, demagoguery and reaction.

I do not agree with my disillusioned friend—despite his evidence about the circus element in our political campaigns—because I have been hearing too much good discussion. Through my participation in the research meetings of the Committee for Economic Development, I know how good a small-group discussion can be. Through my interest in the University of Chicago Round Table, I know that five to ten million listeners will tune in on good discussion among experts. The country is readier for honest, fair and informed argument than the politicians believe it to be.

The great opportunity for pro and con discussion does not lie in increasing the sheer *volume* of public discussion, desirable as that may be. The great challenge is to raise the *quality* of discussion. By temperament, and by political organization, America has always been one of the "discussingest" nations on earth. We have only to look at Congress and other elected assemblies; at the columns of newspapers and magazines; at the courts, the colleges, the public forums; in homes, on

street corners, around the cracker barrel. Public questions are debated within business concerns, labor unions and farm organizations. More recently radio has become the great instrument of public discussion, through such national programs as the Town Meeting, People's Platform, the University of Chicago Round Table, and through countless similar programs on local stations.

What makes discussion good? Here are four points which help make it good:

1. Good discussion must not shrink from or skirt fundamental issues. I have observed, on our Sunday Round Table, that most social and political questions, however specifically they are phrased, can be resolved only in terms of basic conceptions about the proper relation of the government and the individual; about the proper role of our nation among other nations; and, in both these, in terms of basic judgments as to what is practicable at this moment of history.

2. Good discussion must be based in part—but only in part—on facts and expert opinion. I do not subscribe to the notion that the modern world is getting too complicated for the intelligent layman to understand. The citizen must learn how to choose among the experts. If issues are presented to him properly, he can make valid judgments even about such questions as the White plan versus the Keynes plan, or the Hansen oversaving theory versus classical economics.

3. Good discussion is more than the effort to achieve compromises among the conflicting selfish interests of pressure groups, although such compromise is often legitimate and nec-

essary. At its root, good discussion must seek to clarify and advance the *common good*.

4. Finally, good discussion must be disciplined, and it must shun the tricks of debate. The discussants and the listeners must know something about the rules of thinking; and the more they know about the development of political thought in the western world, and in our own nation, the better the discussion will be. The first duty of our educational system is to train young people to think straight and for themselves, and to talk and write clearly. These are the objectives of liberal education. Political discussion in this country has seldom reached so high a point as it reached when Madison, Hamilton and Jay wrote "The Federalist Papers," to persuade states to adopt the new Constitution. It is not too much to hope that, if our unprecedented system for mass education will direct itself to liberal education, we may achieve on a mass basis the level of discussion reached by the few in other countries and at other times.

The one thing I most fear is the growth of contempt for talk. That will happen only if Cheap Talk drives out Good Talk. If that happens, then, as a great political scientist has put it, we can blow out the lights and shoot it out in the dark; for when the voice of reason is silenced the rattle of machine guns begins.

*One of a Series of Guest Editorials*

**SALES MANAGEMENT**